

Running Head: Identifying Leadership Values and Traits

Identifying Leadership Values and Traits for Battalion Chiefs
of the Shreveport Fire Department

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writing of another.

Signed: Edwin Scott Wolverton

Abstract

The Battalion Chief on the Shreveport Fire Department (SFD) is the most influential leadership position in the department's organizational structure. This is based on the number of stations and personnel that they lead and manage on a daily basis in their respective battalions. Effective Battalion Chief Leadership is a most critical component to the success of the SFD and the accomplishment of its mission to provide the highest level of service to the citizens of Shreveport.

The problem was that many of the Battalion Chiefs on the Shreveport Fire Department do not know what leadership traits and values are required for them to be effective leaders. The purpose of this research project was to identify leadership traits and values required for SFD Battalion Chiefs to be effective leaders. Descriptive research methodologies were used to answer the proposed research questions. The research questions were (a) what leadership values and traits do other fire departments identify for a Battalion Chief to be effective; (b) what leadership values and traits do military organizations require of ranks equivalent to the fire service Battalion Chief; (c) what leadership values and traits do the SFD membership expect from their Battalion Chiefs; and (d) how can SFD implement these leadership values and traits for its Battalion Chiefs? The procedures used included two questionnaire surveys and one personal interview. The results identified values and traits recommended for Battalion Chiefs, ranking of ten identified values and traits, importance of leadership and attitude, and what leadership training other departments is doing. The recommendations included the creation of a leadership and values committee, character statement and department values policy, leadership training beginning at the basic level and carried out to the end of the member's career, and a coaching and mentoring program.

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Identifying Leadership Characteristics for Battalion Chiefs of the Shreveport Fire Department

Introduction

Leadership drives the success of an organization. This is true for any organization; but especially true for the fire service with its ranking structure and chain of command that has been its foundation for many years. Leadership in the fire service is important at every rank and every division of labor; however, on the Shreveport Fire Department (SFD) it is the Battalion Chief rank that has the most influential affect based on the number of stations and personnel that they lead and manage on a daily basis.

The problem was that many of the Battalion Chiefs on the Shreveport Fire Department do not know what leadership traits and values are required for them to be effective leaders. The purpose of this research project was to identify leadership traits and values required for SFD Battalion Chiefs to be effective leaders. Descriptive research methodologies were used to answer the proposed research questions. The research questions were (a) what leadership values and traits do other fire departments identify for a Battalion Chief to be effective; (b) what leadership values and traits do military organizations require of ranks equivalent to the fire service Battalion Chief; (c) what leadership values and traits do the SFD membership expect from their Battalion Chiefs; and (d) how can SFD implement these leadership values and traits for its Battalion Chiefs?

Background and Significance

The Shreveport Fire Department serves the city of Shreveport, Louisiana, which is located in the northwest corner of the state and is the third largest city in the state. The city measures 114 square miles and is comprised of a downtown area with over 100 high rise structures, industrial manufacturing companies to include an oil refinery plant, a river front area

with steamboat casinos, the Caddo-Bossier Red River Port, and numerous neighborhoods spread throughout the city.

According to the 2011 Shreveport Fire Department Annual Report (2012), the SFD is comprised of 589 personnel and serves a population of 200,000 people. The department has 22 stations and has an operating budget of \$50.7 million. In 2011, the SFD responded to 37,822 incidents. Seventy-one percent of these calls were for emergency medical services (EMS).

The Shreveport Fire Department has 24 Battalion Chiefs assigned to the Operations division. Eighteen are assigned to their respective Battalions and the remaining six are considered swing Battalion Chiefs filling in open positions when the normally assigned Battalion Chiefs are off duty from their assigned shift for vacation, sick time, compensatory time, etc. The Battalion Chiefs normally supervise from 25-30 personnel in their battalions.

This problem is of significant importance to the author. As the Chief of Safety and Special Operations of the Shreveport Fire Department, the author's priorities revolve around the goal of every member on the Shreveport Fire Department going home safe and unharmed at the end of their shift. The leadership of the Battalion Chiefs on this department has a huge impact on that goal as they oversee emergency operations, the continued sustainment of knowledge skills and abilities, and day-to-day operations of the personnel and stations assigned to their respective battalions. The author has had the opportunity to serve closely with the Shreveport Fire Department Battalion Chiefs and has recognized a lack of leadership character, traits and values that are needed to continue to meet our department's mission of providing the highest level of service to our citizens. To continue to meet this mission requirement and maintain the highest level of safety for our members, the author desires the Battalion Chiefs to become more effective leaders through the identification of specific leadership qualities and traits and

implement ways for them to reflect and display these values as the top echelon leaders of our operations division.

The course goal of the National Fire Academy's (NFA) *Executive Leadership* (EL) course is that an executive fire officer will develop the ability to conceptualize and employ the key processes and interpersonal skills used by effective executive-level managers. (USFA-*Executive Leadership*, 2011, p. 1-7). The research in this applied research project (ARP) will satisfy that goal as well as the requirement to relate to and support one or more of the five United States Fire Administration strategic goals by improving the fire and emergency services' professional status. (USFA-EFOP, 2012, p. II-2).

Literature Review

Leadership in the fire service is a topic that has been talked about and written about enormously over the past years and the fire service has placed great importance on developing effective leaders. Dr. Kimberly Alyn (2010) stated that "developing effective leaders and keeping firefighters highly motivated is considered critical to the future of the fire service" (p. 89). Based on literature available for review, effective leadership will have a foundation of identifiable qualities, values and traits that increase the odds that a leader in the fire service will be effective. Character is probably the cornerstone of that foundation. Brady and Woodward (2008) stated in their book that "the character of a man is the only thing that will walk back from the grave into the hearts of the people who knew him" (p. 49). According to Allen (2010) followers are continually observant of a leader's character and many times it is that leader's character that helps shape the organization's character. He also concluded that character was developed in a person beginning as a child and the person needed to have humility and self-awareness of the values that they hold true. Based on these resources, character can be

concluded to be a reflection of the person that is developed and contains all the other values and traits needed to be a great leader. The list of those values and traits is too long to discuss all of them in this literature review. However, the remaining literature review will seek to identify some of the values and traits and what other's research has discovered about them as it relates to being effective leaders.

A lack of humility on the part of a leader reflects as arrogance in his actions and words. Max Lucado (2012) said "humility is not thinking less of yourself but that you think of yourself less". Alyn (2010, ¶11) noted as one of the fifteen most common barriers to effective leadership in a fire service survey as lack of humility. The ninth barrier on the list identified no humility or not taking input on ideas and she noted that a leader who conveyed they had all the answers and did not need input created a stumbling block for those the leader was leading. Alyn (2011) followed up with an answer to the barrier in an article titled *The Power of Humility* in which she identified three ways to display humility by (1) sharing credit with others where it is due; (2) when you are wrong admit it and take responsibility; and (3) don't praise yourself, leave it up to others if earned. Humility sets the tone with those you lead and will have great effect on how you are received as a leader.

Integrity is one of those values that appear to always be mentioned at the top of the list when asked about the qualities of a leader. In his book, *Introduction to Leadership: Concepts and Practices*, Northouse (2009) stated the following:

Integrity characterizes leaders who possess the qualities of honesty and trustworthiness.

People adhere to a strong set of principles and take responsibility for their actions are exhibiting integrity. Leaders with integrity inspire confidence in others because they can

be trusted to do what they say they are going to do. They are loyal, dependable, and transparent. Basically, integrity makes a leader believable and worthy of our trust. (p. 24)

Brady and Woodward (2008) took a step further and concluded that integrity and character combined produce honor and they quoted Jeff O’Leary who wrote, “Honor encompasses the virtues of integrity and honesty, self-denial, loyalty, and servant’s humility to those in authority above as well as a just and merciful heart to those below” (p. 48). Integrity appears to be one of those leadership virtues that embodies so many of the other traits and values desired to be seen in those that are leading us. If it is being practiced, many of the other leadership values and traits are already being satisfied.

With integrity, the leader has the ability to build trust in his/her followers. Alyn (2010, ¶13) identified lack of trust as number 11 on her list of the fifteen barriers to effective leadership in the fire service. In his book *From Buddy to Boss: Effective Fire Service Leadership*, Sargent (2006) said, “if you want people to learn to be accountable and take responsibility for their actions and if you are going to lead them, then they have to trust you and trust that you will be responsible and accountable” (p. 235). Sargent followed up that statement expressing that trust begins with creating relationships with those you are leading. According to Maxwell (1995) “trust is the single most important factor in building personal and professional relationships” (p. 67). He went on to say it is grown by day-to-day consistent actions. When a leader’s trust is damaged, their ability to influence is damaged (Northouse, 2009). Trust appears to be a critical component that is closely connected with the leader’s ability to build up trust and most importantly, daily conducting themselves to keep it intact to remain effective.

A leader’s daily attitude will also have a profound influence on those he/she leads and the relationships with those followers. Compton (2010) suggested leaders remember when they

started their careers in the fire service and the teamwork foundation it took to accomplish our mission and maintain that attitude. Alyn (2011) stated, “People would generally be amazed at how their attitudes and dispositions would change if they only focused on the positives aspects of their jobs” (p. 34). She also suggested that a negative attitude is damaging to the individuals health, to those we lead, to the citizens we serve, and to the entire fire service. Maxwell (1995) stated, “What people say their problem is really isn’t their problem; their problem is the attitude which causes them to handle life’s obstacles poorly” (p. 50). With a positive attitude a leader will display a confidence in their abilities to lead and influence others to reach and achieve goals collectively (Northouse, 2009). It appears attitude has a far reaching effect on how a leader’s presents to others. The leader’s attitude impact upon their ability to influence could have a daily effect on their decision affecting many in their organizational structure.

All people want to be respected. Literature is full of the concepts of respect being given and earned and based on whom the person is, their education level, and how we value them. In his book, *Winning with People*, John Maxwell (2004) said “Begin every relationship by giving the other person respect—even before he has had a chance to earn it” (p. 235). Sargent (2006) suggested to initiate “buy in” for your leadership and vision from your fire service personnel, a leader has to listen, hear, and respect others ideas. Leaders cannot go forward alone with no followers and accomplish their vision. Respecting those you lead helps ensure that you’re not alone on the journey.

As fire service personnel promote into leadership positions, the more difficult the decisions become to make (Crawford, 2010). This is why courage is another one of those developed leadership values needed to be an effective leader. Brady and Woodward (2008) tied it all back in with integrity and character and stated, “Without courage to do what’s right because

it's right, regardless of ramifications to self, one is not truly worthy to be called a leader" (p. 50). As the fire service changes we are called on more to be adaptive leaders. Grashow, Heifetz and Linsky (2009) said, "Adaptive leadership involves making a series of tough decisions" (p. 255). Courage is needed to make some of the unpopular tough decisions in the fire service. This would include implementing the disciplinary process in your organization which many promoted leaders in the fire service do not want to pursue sometimes (Rubin, 2010).

Leading by example with consistency also appears to be a valuable quality of a leader. Compton (2010) advises that a leader be consistent in their actions with fairness and no show of favoritism, trusting your people, honesty in our dealing with others, and being a positive person in their life. He went on to state, "Remember that we lead primarily by example" (p. 45). Sargent (2006) said it like this, "If you talk the talk, you had better walk the walk" (p. 238). He also went on to say in discussing consistency, a leader should avoid different decision making in similar situations. Those you lead would recognize it quickly.

Another way a leader values and promotes those he/she leads is through inspiration. Inspiration, or the ability to inspire, engages people at the heart of their beliefs and is a leadership skill that should be strengthen and utilized to be an effective leader (Grashow, Heifetz, and Linsky, 2009). Alyn (2011) said if you as a leader love what you do, you will inspire others to do, reach and achieve more. She went on further to say, "When you show tenacity, character and integrity, people are inspired by your example" (Alyn, 2010, p. 73).

Encouragement is also a useful tool for the leader in developing those who follow and are potential leaders of our organization. Maxwell (1995) said, "Encouragement helps them reach their potential; it empowers them by giving them energy to continue when they make mistakes" (p. 70). Later, he stated that the leader's vocal encouragement of the potential leader would help

them be successful as a leader (Maxwell, 2004). Haigh (2010) discussed encouraging future fire service leaders by coaching them. He advised recognizing those members who want to be involved with the organizations goals and get them involved by delegating responsibilities, allowing for mistakes to be made, and pointing them in the direction of more professional development.

Initiative, the last leadership quality identified in this literature review, is based on the beginning core foundation of character. Compton (2010) said leaders should “maintain a sense of self-motivation that is directed toward competence, safety, learning, teaching, and overall wellness” (p. 46). Compton also recommended the leader always have the initiative to “stay focused on the mission, committed to service delivery, and concerned about the welfare of co-workers” (p.46). Sargent (2006) took it a step further and said the leader should be cultivating initiative in those you lead so that they will recognize opportunities to fill leadership roles and take risks.

The literature review also contained information on what leadership values and traits are identified by the United States Army. In the book, *Be, Know, Do: Leadership the Army Way*, the Army (2004) states “the Army’s official leadership manual defines leadership this way: Leadership is influencing people—by providing purpose, direction, and motivation—while operating to accomplish the mission and improving the organization” (p. 5). It goes on to talk about the three aspects of Army leadership as (1) be the leader with the values and attributes that shape your character, (2) know your job, add to your knowledge base and be competent in what you are called to do, and (3) do—bring together your character and knowledge and take action to provide purpose, direction, and motivation. The Army also recognizes that there are leaders at every level and followers at every level. In the *Guide for Future Soldiers and Their Families*

(2010), delayed enlisted recruits begin learning the seven Army values which are loyalty, duty, respect, selfless service, honor, integrity, and personal courage. These Army values are the basis of identity of the Army and are the ties that bind them together as an organization.

Character is recognized as a foundational trait also. In the book, the Army (2010) notes “Character helps you know what’s right and do what’s right, all the time and at whatever the cost. Character is made up of two interacting parts: values and attributes” (p. 25). Also, according to the book, some other leadership qualities noted as mental attributes by the Army as being important are self-discipline, will, initiative in self and others, judgment, self-confidence, intelligence or competence, and cultural awareness.

The purpose of identifying leadership characteristics for the Shreveport Fire Department Battalion Chiefs was the motivation that steered this review of the literature that was discussed in this section. The author clearly recognized that leadership is driven and affected by many qualities and traits that have profound affects on being an effective leader. Many of the authors known recognition of leadership values were identified and reinforced by the information found in this review. The author’s ability to conduct original research has been greatly enhanced by the information found in this literature review.

Procedures

The research methodology used for the ARP was descriptive research. The procedures used included two questionnaire surveys and one personal interview.

Questionnaire #1

Questionnaire one focused on collecting information from other fire departments across the United States to identify leadership characteristics for Battalion Chiefs and what those organizations were doing to implement and develop these values and traits. The questionnaire

was developed on a web-based survey program and was sent via e-mail to the National Society of Executive Fire Officers. The questionnaire went out to 778 society members, of which 188 were returned. There were 10 questions on the survey. Question #1 was answered by 182; Question #2- 187; Question #3- 188; Question #4- 183; Question #5-188; Question #6- 187; Question #7-187; Question #8- 175; Question #9- 184; Question #10- 181. A copy of questionnaire #1 and results is recorded in Appendix A.

Questionnaire #2

The second questionnaire focused on collecting information from the Shreveport Fire Department Operation Division asking five of the same questions that went out on questionnaire #1 and one additional question specific to the Shreveport Fire Department. The questionnaire was developed in an Excel format and e-mailed to the Shreveport Fire Department's operations division via an intranet e-mail system exclusively for SFD use. The questionnaire went to 498 personnel, of which 94 were returned by the deadline date. I was able to use all 94 returned questionnaires. A copy of questionnaire #2 and results is recorded in Appendix B.

Personal Interviews

A personal interview was conducted for this ARP. The interview was conducted on April 5, 2012 at the Shreveport Fire Department with Lieutenant (Lt.) Colonel Mark Allen with the Louisiana Army National Guard. Lt. Colonel Allen has been with the Louisiana Army National Guard since 1991 when he enlisted as a private. With nearly 21 years of experience and promoting from the lowest enlisted rank to the fifth highest rank in the U.S. Army, Lt. Colonel Allen was a good choice for the author to interview with his understanding of leadership in the Army and presently filling that role as the Operations/Executive Officer for his regiment. He also has over 200 combat missions in Operation Iraqi Freedom. He was asked questions

discussing leadership training in the Army, values and traits the Army desires in their officers, and various other questions related to this ARP topic. I also asked him four of the same questions I asked on the questionnaires. A copy of his interview and answers are recorded in Appendix C.

Limitations

There were several limitations noted for the procedures and information used for the original research in this ARP. The questionnaires assumed that all members who answered them were truthful in their responses. The author was dependent upon the individual to volunteer the information; however as noted above many more questionnaires went out than were returned. The author assumed that all respondents understood the questions and were able to answer them to the best of their knowledge and ability. The EFOP society does have a limited membership which means it only went to that target group; however, it is composed of fire professionals located all across the country.

The personal interview conducted was based on the credibility of the individual. The author has known Lt. Colonel Mark Allen for 12 years; however, the assumption is that honesty prevailed in the answers to the interview questions. The author is dependent upon the reputation, background, and professional development of the interviewee to provide factual and unbiased data to support this research.

The author believes that these limitations will not deter the purpose of this ARP, which is to identify leadership values and traits required for Shreveport Fire Department Battalion Chiefs to be effective leaders.

Results

Four research questions guided this study. Research question (a) asked what leadership values and traits do other fire departments identify for a Battalion Chief to be effective. Eight questions from questionnaire #1 were used to answer this research question. Question #1 asked for name, address, city, state, zip, email address, and number of personnel in department. Pertinent data used here was the range of department sizes was from as small as 13 career and 20 volunteers to 1,750 paid firefighters, which represented a valuable cross section of the fire service across the United States.

Question #2 asked how many Battalion Chief positions you have in your department. The results were 0-5: 58.3%; 6-10: 18.2%; 11-15: 4.8%; 16-20: 8.6%; over 20: 10.2%. Question #3 asked how many personnel do your Battalion Chiefs supervise and lead. The results were 0-5: 12.2%; 6-10: 20.7%; 11-15: 8.0%; 16-20: 14.9%; over 20: 44.1%.

Question #4 asked if you could choose only one, what leadership quality or trait would desire to see in your Battalion Chief. There were 183 responses to this question and 38 different qualities were identified. The top ten were: (1) integrity, (2) lead by example, (3) consistency, (4) honesty, (5) listening skills, (6) command presence, (7) trust, (8) competency, (10) tied evenly- confidence, servant leader, decisiveness, dedication, mental ability, and self awareness.

Question #5 asked how important is it that your Battalion Chief displays leadership for those he/she is leading. The results were very important- 96.8%; important- 2.7%; not important-0.5%; and does not matter to me- 0.0%. Questions #6 asked how important is it that your Battalion Chief display a positive attitude while leading. The results were very important- 94.1%; important- 5.9%; not important- 0.0%; and does not matter to me- 0.0%.

Question #7 asked on a scale of one to ten rate the following leadership values and traits. Out of 187 responses, 148 were able to be used based on the question being answered in the way it was intended to be. The results rated one through ten in this order: (1) integrity, (2) trust, (3) positive, (4) consistency, (5) respect, (6) initiative, (7) inspiring, (8) humility, (9) encouragement, and (10) courage.

Questions #8 was the final question used for this research question. It asked in your own words define character and how important a trait it is for a Battalion Chief to lead effectively. The question was an open-ended question that received many similar responses concluding that character is morally and ethically doing the right thing when no one is looking and when it is unpopular. Many mentioned it was a combination of the values and traits mentioned in question #7 of this survey. There was also a general consensus that character was very important for the Battalion Chief to have to lead effectively.

Research question (b) asked what leadership values and traits do military organizations require of ranks equivalent to the fire service Battalion Chief. The personal interview with Lieutenant Colonel Mark Allen was used to answer this research questions. He was asked eight questions in the interview. Question #1 asked for his background which was expressed above in the procedures section and gives credibility to his ability to answer these interview questions. Question #2 asked at what level does leadership training in the Army begin and why. His response was that it began on the soldiers first day and how important it was to the success of the mission to have leadership. He went on to paraphrase from the Army leadership manual and stated, “the definition of leadership is the ability to accomplish the mission by providing purpose, direction, and motivation” (Mark Allen, personal communications, April 5, 2012).

Question #3 asked what leadership values and traits does the Army desire in their officers who would be equivalent to the Battalion Chief rank. His response was loyalty, duty, respect, selfless service, honor, integrity personal courage and that the acronym the first letters of these words make is LDRSHIP or leadership. He also went on to compare the Battalion Chief's rank to a 2nd Lieutenant based on number of personal supervised and other related administrative responsibilities (Mark Allen, personal communications, April 5, 2011).

Question #4 was a duplicate question asked in the two questionnaires to rate the ten traits from one to ten. Lt. Col. Allen rated them the following: (1) trust, (2) integrity, (3) consistency, (4) initiative, (5) courage, (6) respect, (7) positive attitude, (8) inspiring, (9) encouragement, and (10) humility. He went on to say that the values were "mutually supporting and intertwined and were extremely essential to successful leaders" (Mark Allen, personal communications, April 5, 2012).

Question #5 asked if any of the above ten values are taught in Army leadership. Lt. Colonel Allen identified trust, integrity, courage, and respect. Question #6 asked if the Army had formal leadership training for officers. He went on to say there is leadership training at all levels. A promoting Sergeant has to go through two weeks of leadership training. Officers go through an initial three months of leadership training and that leadership is a main component of all the career fields in the Army (Mark Allen, personal communications, April 5, 2012).

Question #7 asked about the importance of a positive attitude for an Army officer. Lt. Colonel Allen responded that "someone who displays a poor attitude will at best accomplish the mission while creating an atmosphere of habitual complainers and constant struggle" (Mark Allen, personal communications, April 5, 2012). The last question asked do you believe leadership values and traits can be taught and why. Lt. Colonel Allen stated:

Leadership values are taught every day. Unfortunately, values are not lived every day. The Army has spent an extraordinary amount of money and time to create soldiers who exemplify the Army values. Soldiers are taught from the first day these values and are even required to recite them on command and carry them in their pocket. But it is up to the individual to live these values! After 20 years in the military, I have seen a lot of effective managers. By effective, I mean that they accomplished every mission. Some ruled by an “iron fist,” some through fear, some through manipulation, back door deals, and lying. In my opinion, I believe values can be taught but living the values is another story! I have fallen short too many times in my life to count. Even with training a personal decision is required to live by those values. I wish I could have done better earlier in my career and I can only pray that God gives me the wisdom to carry out value driven leadership for the remainder of my career. Every decision made affects people. It requires a person to empathize with the people being affected but not monitor their decisions based on that alone. If so, the leader would routinely be inconsistent trying to please everyone. I believe the concepts can be taught to any manager but a leader is one who unconsciously exhibits those values (Mark Allen, personal communications, April 5, 2012).

Research questions (c) asked what leadership values and traits do the SFD membership expect from their Battalion Chiefs. Questionnaire # 2 to the SFD operations division was utilized to answer this research question. There were six questions in the survey. Question #1 asked to choose the one leadership quality you would desire to see in your Battalion Chief. The results were: (1) integrity, (2) competence, (3) trust, (4) confidence, (5) respect, (6) consistency, (7) fairness; (8) lead by example, (9) commitment, (10) honor.

Question #2 asked how important it was for your Battalion Chief to display leadership. Out of 94 responses the results were: very important- 84 or 89.4%; important-9 or 9.6%; not important-0; and does not matter to me- 1 or 1%. Question #3 asked how important it was for your Battalion Chief to have a positive attitude. The results were: very important- 72 or 76.6 %; important-20 or 21.3%; not important- 0; and does not matter to me- 2 or 2.1%.

Question #4 asked to rate the ten qualities in order of importance to you. The resulting order was: (1) trust, (2) integrity, (3) respect, (4) consistency, (5) positive attitude, (6) initiative, (7) courage, (8) humility, (9) encouragement, and (10) inspiring.

Question #5 asked to define character and how important it is for a Battalion Chief to lead effectively. This was an open ended question answered by 92 of the 94 returned questionnaires. Here the results were similar to the same question asked in questionnaire #1. Some of the responses were character is who you are, your moral and ethical standards, the ability to lead by example, showing respect to others and their ideas, your reputation, and what you do and decisions you make when no one is looking. It was also a consensus that character is very important for the Battalion Chief to lead effectively.

Research question (d) asked how SFD can implement these leadership values and traits for its Battalion Chiefs. Questionnaire #1 had two questions that were used to answer this research question. Question #9 was does your department have any kind of leadership training or education program in place to develop leadership values and traits for Battalion Chiefs. Out of 184 responses 100 had no program or had not completely developed a program but were in the process. Many required National Fire Academy courses, state level officer certification courses and utilizing partnerships with local colleges and universities. However, many noted that these opportunities were few due to budget restraints with their departments.

Question #10 on Questionnaire #1 asked do you believe leadership values and traits can be taught. If yes, explain why. Out of the 181 responses, 169 said that leadership values and traits could be taught. Many even elaborated that traits were easier to teach and values had to be something developed throughout the person's life. The no responses were few and believed that at the late stage in life values and traits would be too hard to teach or absorbed. One even said leaders are born naturally.

Question #6 from questionnaire #2 was also an open ended question that asked what SFD could do to improve leadership values and traits for our Battalion Chiefs. Some of the answers included teach more leadership at our training academy and bring in outside instructors from universities to teach leadership; recommend leadership books to be read by all officers; teach them to be consistent with discipline; have well known leaders in the fire service come and give a seminar; evaluate persons for possible employment with SFD to see if some of these traits exist before they are hired, this will ensure that our employees have the tools and abilities to become a good leader throughout their career. There were many more, too numerous and lengthy to put in this results section. But all have been read by the author and will be used to make recommendations.

Discussion

The research collected from the author's procedures and the information from the literature review has some comparable and contrasting results. The questionnaire that went to the executive fire officer society reflected department sizes comparable to the Shreveport Fire Department as well as many departments that were extremely smaller and larger. However, the author feels that this is not a hindrance to the comparison as the leadership values and traits for an organization are constants that are necessary for all leaders to be effective.

The number of Battalion Chiefs in the surveyed departments contrasted greatly with SFD. The majority of the respondents (58.3%) only had five or fewer Battalion Chiefs assigned to their departments. By comparison, SFD has 24 Battalion Chiefs and only 10.2% of the department in the survey had over 20 Battalion Chiefs. The number of personnel supervised had some comparable results also. SFD Battalion Chiefs normally supervise 25-30 personnel in their battalions. In the survey, 44.1% of the respondent's Battalion Chiefs supervise and lead over 20 personnel in their departments.

The two questionnaires used in the procedures asked the individual to identify one leadership quality they would like to see in a Battalion Chief. Integrity was the number one response for both surveys. The literature review also seems to support the importance of integrity as Northouse (2009) stated, "Basically, integrity makes a leader believable and worthy of our trust" (p. 24). Lt. Colonel Mark Allen identified integrity as one of the Army values desired in every soldier and that leadership training began on day one of a soldier's Army career (Mark Allen, personal communications, April 5, 2012). The literature review also found that in the *Guide for Future Soldiers and Their Families* (2010), delayed enlisted recruits begin learning the seven Army values which are loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

Some other comparable top ten qualities identified by both survey results for this question were competence, consistency, lead by example, and trust. Another interesting quality that was only identified in the SFD survey was honor. By comparison, this is one of the seven Army values listed above. Brady and Woodward (2008) concluded that integrity and character combined produce honor (p. 48). With respect to consistency and leading by example, Compton (2010) stated that a leader be consistent in their actions with fairness and no show of

favoritism, trusting your people, honesty in our dealing with others, and being a positive person in their life and to “Remember that we lead primarily by example” (p. 45). In discussing trust, Alyn (2010, ¶13) identified lack of trust as number 11 on her list of the fifteen barriers to effective leadership in the fire service and Maxwell (1995) said, “trust is the single most important factor in building personal and professional relationships” (p. 67).

The question about the importance of a Battalion Chief displaying leadership was asked in both questionnaires. Both questionnaire #1 and #2 identified a large majority felt it was very important with 96.8% and 89.4%, respectively. Alyn (2010) agreed with this majority when she identified that “developing effective leaders and keeping firefighters highly motivated is considered critical to the future of the fire service” (p. 89). The Army (2004) also supports the importance of leadership as stated in their book, *Be, Know, Do: Leadership the Army Way*, the “Leadership is influencing people—by providing purpose, direction, and motivation—while operating to accomplish the mission and improving the organization” (p. 5).

The level of importance of a Battalion Chief having a positive attitude while leading was also asked in both questionnaires. Questionnaire #1 registered 94.1 % identifying that it was very important. By contrast, questionnaire #2, which surveyed SFD, registered 76.6 % identifying that it was very important and 21.3% identifying it as only important. Lt. Colonel Mark Allen agreed with the very important category as he stated a leader with a poor attitude will fail the mission because of the atmosphere created and its affect on those who are being lead (Mark Allen, personal communications, April 5, 2012). The literature review supports a positive attitude when Northouse (2009) concluded with a positive attitude a leader will display a confidence in their abilities to lead and influence others to reach and achieve goals collectively.

Ten values and traits were asked to be rated one through ten by all three instruments in the procedures. The following is a comparison of the results from all three:

<u>Questionnaire #1</u>	<u>Questionnaire #2</u>	<u>Lt. Col. Mark Allen</u>
Integrity	Trust	Trust
Trust	Integrity	Integrity
Positive Attitude	Respect	Consistency
Consistency	Consistency	Initiative
Respect	Positive Attitude	Courage
Initiative	Initiative	Respect
Inspiring	Courage	Positive Attitude
Humility	Humility	Inspiring
Encouragement	Encouragement	Encouragement
Courage	Inspiring	Humility

It is interesting that integrity and trust are the top two responses on all three procedure instruments. The author concludes that you cannot have one without the other and it all begins with the integrity of the leader. Sargent (2006) supported these two qualities when he said, “if you want people to learn to be accountable and take responsibility for their actions and if you are going to lead them, then they have to trust you and trust that you will be responsible and accountable” (p. 235). Lt. Colonel Allen also identified that these two were taught in Army leadership training (Mark Allen, personal communication, April 5, 2012).

Consistency was another trait that was ranked very closely. Sargent (2006) supported this in his book when he said, “If you talk the talk, you had better walk the walk” (p. 238). Allen also agreed in his interview by warning that a leader should not be inconsistent trying to

please everyone with their decision making (Mark Allen, personal communication, April 5, 2012). Initiative, humility, encouragement, and respect also ranked close together.

Surprisingly, positive attitude and courage were inconsistently apart in all three. Both questionnaires identified positive attitude with high percentages as very important; but SFD noted it in the middle when nine other choices were available to be ranked. Maxwell (1995) agreed on the importance of a positive attitude when he said the following about a poor attitude: “What people say their problem is really isn’t their problem; their problem is the attitude which causes them to handle life’s obstacles poorly” (p. 50). The importance of courage was also revealed in the literature review when Brady and Woodward (2008) stated, “Without courage to do what’s right because it’s right, regardless of ramifications to self, one is not truly worthy to be called a leader” (p. 50). The courage to make tough decisions was also recognized by Grashow, Heifetz and Linsky (2009) when they said, “Adaptive leadership involves making a series of tough decisions” (p. 255).

Inspiring was on the low end of the ranking also. Alyn (2010) tied many of the qualities together and said, “When you show tenacity, character and integrity, people are inspired by your example” (p. 73). The author feels like this is a very important trait since we should be preparing others to lead also.

Although the list is ranked highest to lowest, the author feels as though all of these values and traits are important for Battalion Chiefs to learn, develop, grow and reflect as they lead in their fire service careers. The author also agrees with integrity being number one and it being the solid foundation needed to start displaying the other nine values and traits.

Character was asked to be defined on the two questionnaires and if it was important to have to lead effectively. There were hundreds of personal definitions given that were very

similar and contained many of the same words when described and all agreed that it was very important to have character to lead effectively. Some of the outstanding definitions given were: (a) character is important as it is the foundation of how you will lead; (b) character is what distinguishes an individual and establishes mental and ethical traits. It is important for a Battalion Chief to exhibit exceptional character to gain trust of those who serve under them; (c) character is making the right decision, even when it is not the most popular. It is extremely important to exhibit the traits one expects from those they lead. In the literature review Allen (2010) concluded in his unpublished manuscript that followers are continually observant of a leader's character and many times it is that leader's character that helps shape the organization's character. The author believes that a person's character is the cornerstone of the foundation of all the leadership values and traits that have been discussed in this section and that it is constantly judged by those we lead.

Leadership training and education was also asked about in all three instruments. Some departments had developed their own leadership programs and required them for promotion to the rank. However, as noted in the results section, 100 out of 184 responses stated they had no formal leadership training program for their Battalion Chief. Many encouraged going to seminars and National Fire Academy courses to include the Executive Fire Officer Program. SFD membership identified hosting seminars and bringing in recognized instructors of leadership programs. They also suggested a Battalion Chief Leadership workshop, in which SFD has had one in the past. One member on the SFD survey suggested that all of our members complete an anonymous leadership climate study on those individuals in leadership positions. This climate study would offer valuable feedback for all leaders regardless of their level within the organization. Lt. Colonel Allen noted that the Army requires leadership training at all rank

levels and that a Second Lieutenant (the equivalent army rank of a Battalion Chief) would go through three months of leadership training in his/her first officer school (Mark Allen, personal communication, April 5, 2012). One disheartening response to this questions was the suggestion that Battalion Chief on the SFD show more initiative and consistency. The member went on to say he believes our Battalion Chiefs think that this position is a relaxed transition from Captain to retirement. This reflects back to the problem statement the author discussed in the background and significance section of this ARP.

The author's last question was do you believe leadership values and traits can be taught. An overwhelming majority of the survey answers to this question on questionnaire #1 was yes. Although many agreed they could be taught; the application of the values and traits solely rested upon the individual. Lt. Colonel Allen agreed when he said, "leadership values are taught everyday; unfortunately, values are not lived everyday" (Mark Allen, personal communications, April 5, 2012). The author feels like this goes back to the list of the ten values and traits with emphasis on humility and attitude. Humility would be needed for the leader to recognize that he/she does not have all the answers and truly cares about putting other needs ahead of their own. Lucado's (2012) quote supports this when he said, "humility is not thinking less of yourself but that you think of yourself less". A positive attitude would be needed for the leader to apply the values and traits also. Alyn (2011) stated, "People would generally be amazed at how their attitudes and dispositions would change if they only focused on the positives aspects of their jobs" (p. 34). Learning these values and traits would have a positive aspect on a Battalion Chief's job.

The author believes that the research results from this ARP can benefit the Shreveport Fire Department Battalion Chiefs. It can also give insight and direction to those values and traits

we want all of our members to identify with; especially those who are in influential leadership positions such as Battalion Chiefs. The research found will also help in identifying ways other departments are training their leaders and what values are important to them. The research noted from SFD personnel will also be used to develop better leadership training and as a feedback tool for Battalion Chiefs.

Recommendations

Based on the results of this ARP, the following recommendations are presented to accomplish the purpose statement of identifying leadership values and traits required for SFD Battalion Chiefs to lead effectively.

The author recommends that the Shreveport Fire Department establish a departmental character statement that reflects the just and moral values, qualities, and behaviors that is expected of all members with special emphasis placed on those in top leadership positions. Also, established along with that would be a list of departmental values, the need for them, and the importance of those values to be displayed by all members of the department. This values statement would be part of the department's written policies and procedures and every member would know the importance of those values from the beginning of their career. These values would also be posted at all fire stations and administrative division buildings. These values and traits should include but not limited to the ten values and traits that were measured by the instruments used in the research. Additional values would be added from those identified in the results as being the one leadership quality the member expected from a Battalion Chief. The character statement and department values would be implemented by the Fire Chief's selection of recognized strong leaders on the department who already exemplify these values and traits to a leadership and values committee.

Based on the research of the Army's strategies to instill leadership in their soldiers, all members would be required to cite the departmental values beginning in basic training.

Additionally, all members up to the Fire Chief would also be required to memorize and cite the values to reflect the strong leadership quality of leading by example.

Leadership training would begin in basic training for all new recruits. Each time a member promotes additional leadership training would be required. Part of that leadership training would be the requirement to attend National Fire Academy (NFA) Leadership courses designed to increase the professional development of all our members and prepare them for the pivotal leadership role of Battalion Chief. This leadership training would be documented SFD curriculum developed by the leadership and value committee mentioned earlier. Members would also be strongly encouraged to attend the Executive Fire Officers Program at the NFA.

SFD has had one Battalion Chief Leadership workshop in the past and it was suggested in the results to continue that on a regular basis. This workshop would be utilized to refresh on the existing SFD character and values policy and to schedule dynamic speakers or use established new and updated leadership presentations that keep our Battalion Chiefs excited and energized to lead effectively. This would also allow the Fire Chief the opportunity to keep his/her hand on the "pulse" of the organization through feedback received from the top leaders of the department and the ability to reinforce the expectations of all Battalion Chiefs.

During the writing of this paper, the author has been made aware of the opportunity to start a leadership training series from John Maxwell, one of the sources cited in the literature review. This leadership training was brought to me by the local union executive board and reflects what the results shown from the instruments used for original research. This training is

already in the planning phases and the facilitator has already been communicated with through e-mail. This recommendation can be made effective very soon and SFD would benefit greatly from it based on the credibility of the author.

Finally, to ensure the values and traits are implemented by the member; a coaching/mentoring plan will be developed by the leadership and value committee. This plan will begin early in the member's career and will follow as they promote through the ranks. The goal would be to ensure the member embraces the values of the organization and is leading by example in reflecting those values in day-to-day operations. The values and traits must be enforced from the Fire Chief down and must be expected as the norm for the organization.

In closing, the author's primary goal in writing the ARP was to identify leadership values and traits for SFD Battalion Chiefs to lead effectively. Valuable information has been exposed in literature review and in the original research findings. These recommendations will be diligently sought after to hopefully reach that goal. The author strongly encourages other researchers to utilize the results and recommendations in this ARP for continued development of leadership in the fire service and firefighters who belong to this esteemed profession. Leadership has been identified as a critical component of the future of our fire service and the Shreveport Fire Department. Prayerfully, the author hopes and desires the men and women of the Shreveport Fire Department will embrace their leadership roles and reflect the high values discussed in this paper.

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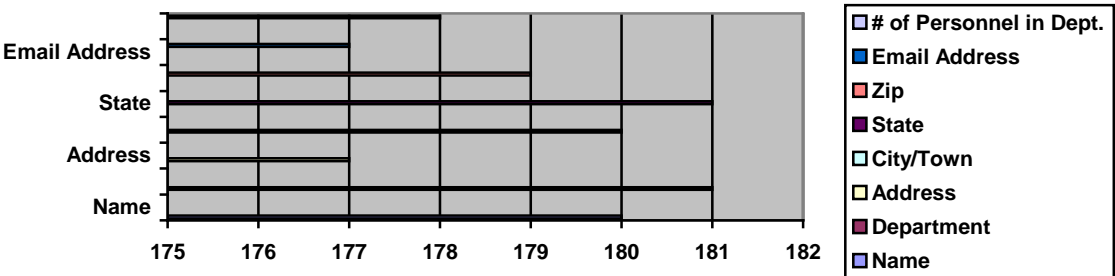
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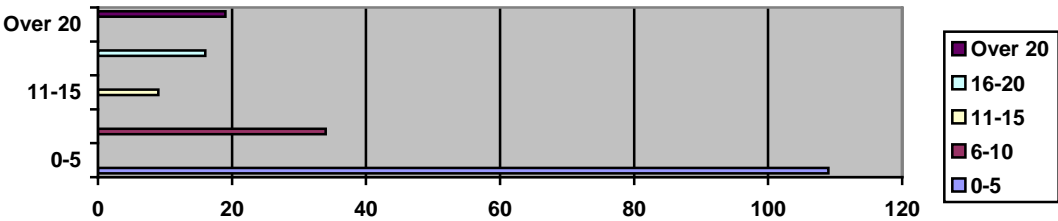
Appendix A

Questionnaire #1 and results from Executive Fire Officer Society

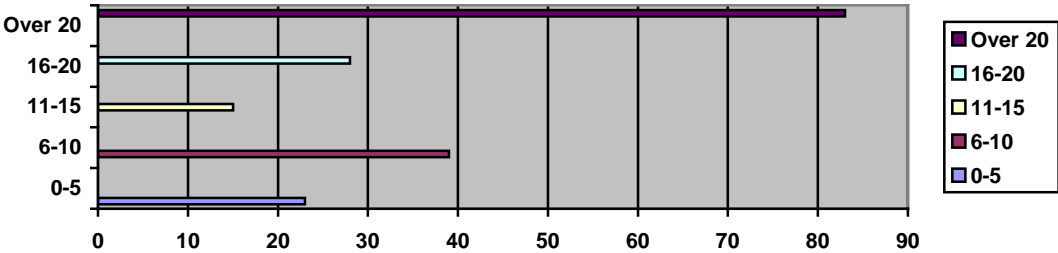
1. Please complete the following information



2. How many Battalion Chiefs positions do you have on your department?



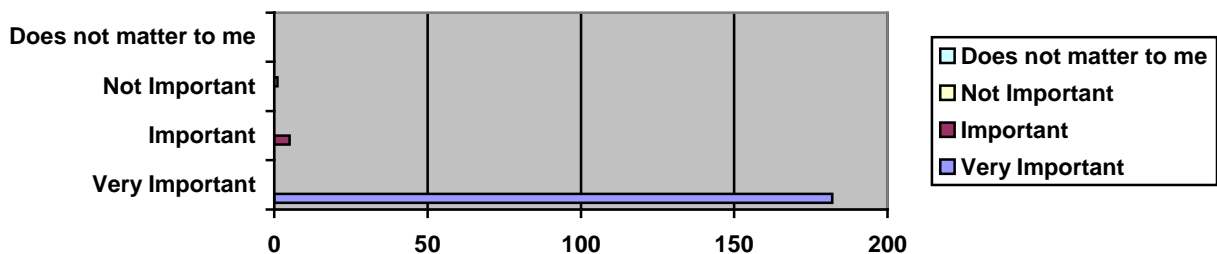
3. How many personnel do your Battalion Chiefs supervise and lead?



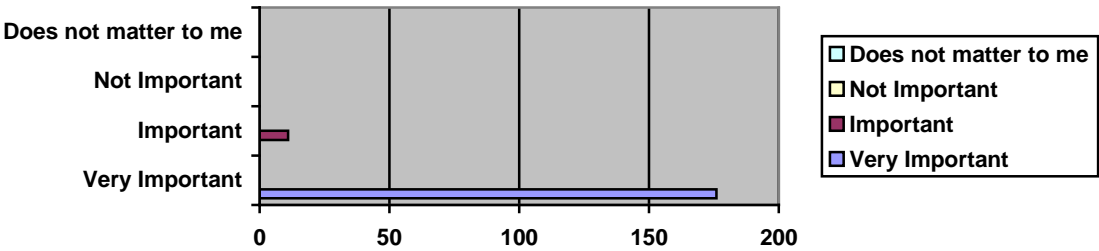
4. If you could choose only one, what would be the one leadership quality or trait that you would desire to see in your Battalion Chief?

Integrity	Honesty	Consistency	Positive Attitude	Confidence
Accountability	Listening Skills	Teamwork	Servant Leader	Lead by Example
Decisiveness	Command	Maturity	Dedication	Trust
Initiative	Mentor ability	Competency	Approachable	Ownership
Credibility	Fairness	Trustworthy	Commitment	Respect
Coaching	Engaged	Self-Awareness	Planning	Vision
Knowledge	Compassion	Humility	Professional	Genuine
Communication	Responsible	Organization		

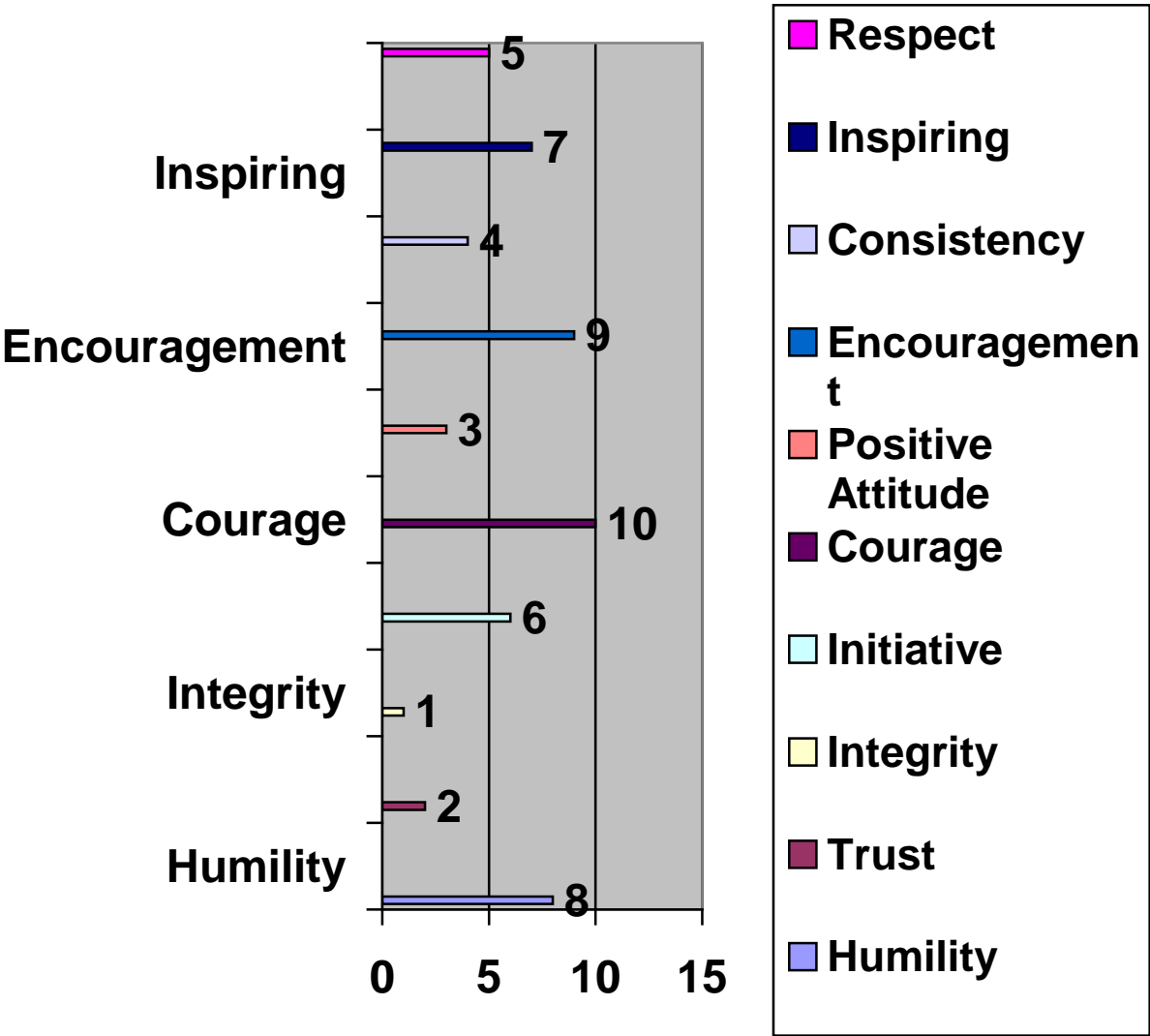
5. How important is it to you that your Battalion Chief display leadership for those he/she is responsible for leading?



5.How important is it to you that your Battalion Chief display a positive attitude while leading those under his/her command?



7. On a scale of one to ten rate the following leadership values and traits in order of importance to you.



8. In your own words, define character and how important it is for a Battalion Chief to lead effectively?

- This is important as it is the foundation of how you will lead.
- Character is what distinguishes an individual and establishes mental and ethical traits of that individual. It is important for a Battalion Chief to exhibit exceptional character to gain the trust of those who serve under them.
- Character is making the right decision, even when it is not the most popular. It is extremely important to exhibit the traits one expects from those they lead.
- Every person has their individuality to portray. Their character is part of this which makes them unique, however it must fit into an effective leadership role to push the employees to try new things and not become stagnant
- Character is shown in day to day actions, teachable moments and split second decisions. For character to be effective it needs to be consistent. Character is an 8 on a scale of 1-10 for importance.
- Character is doing the right thing based upon the organizational and personal values. This is an important trait as the members are always watching the BC and are quick to point out inconsistencies.
- Character is the sum of your morals and ethics and serves as a representation of what you stand for. Character is an extremely important trait for battalion chiefs because the battalion chief is typically the day-to-day face of the organization's leadership. By default, he or she serves as a compass for others in the organization to follow. If the BC goes in an undesirable direction, we can expect others to follow. By title and function, the BC is also an extension of the fire chief and people make the assumption that if the BC does it, then the Fire Chief knows about it or condones it. Of course, this is not always true and as a result is a poor assumption for others to make.
- Any Chief Officer should have higher character and respect by its members to be an effective leader.
- Leaders, including Battalion Chiefs, do not plan excellence, they build excellence. Excellence starts with someone with a good, sound, honorable character. To be a good leader you have to be of good sound moral character. It is "must have" in a person at the Battalion Chief level.
- Important to relate to others
- Lead by example in all aspects of the job
- I believe character is a composite of what is listed in #8 and add Values.
- Character to me means trust worthy with high integrity, dependable and respectable. This is a must for any BC in order for them to be successful and to reflect positively on the organization.
- It is the qualities that show in a person in any situation
- Character is what makes a person, his/her morals, integrity, trust and so on. These are important because the Bat. Chief is trying to lead will not follow if he/she has no character. There will be no trust or faith in his/her leadership skills or abilities.

- The moral and ethical qualities features or traits that form a person most notably honesty, integrity and courage.
- Doing the right thing even when no one is around.
- The principles and motives that control a persons life decisions.
- Character is the combination of traits that a person possesses that allow or make a person behave and think they way they do. Can be good or bad, It is very important for a leader to have positive traits to be effective.
- Character is the different traits each individual carries that determines his response to a situation when no one else is watching.
- Character takes in to account all the above. You reap what you sow. If one puts on the bugles, he or she must have the knowledge, ability and flexibility to lead personnel to teach them and let them take the lead when possible. This will let them grow in their ability and confidence to do their job. For example, I delegate authority, I don't micro-manage. This gives your personnel the ability to learn and make decisions. They may falter at times, but they will grow from the experience.
- Character defines a person's ethical and moral strength as well as a person's attributes and abilities. Having good character is critical for a Battalion Chief.
- Character is comprised of a compilation of traits that shape a person, and determine who he/she is, which is critical in determining how they will able to lead.
- Character is an inherent quality--it is the amalgamation of several of the qualities listed above (and some that aren't) that reflect a person's core values--the framework upon which other traits hang. It's important that a BC possess and project character traits which are consistent with the department's values, as well as the values of one's community.
- Character is the totality of ones personality traits and actions. The above values such as integrity, trust, positive attitude, and humility would define an individual's character. Once these values are ingrained the person's actions must display these traits on a respective basis. Character of an individual is at the core of a successful Battalion Chief and thus is vital to ones ability to lead effectively.
- The qualities that separate one person from another. Not Battalion Chief has the exact character traits as the other. Therefore, one has to develop those traits that are consistent with the fire department and their core values.
- Character is the sum of your personal and professional traits. An individual's character defines who they are. A positive view of one's character is critical for those in leadership positions. Without this positive view, they are limited in what they can accomplish.
- Having the ability to have a positive effect on all those that a person leads without selfishness and without the desire to obtain awards or recognition, while developing the skills and abilities of those around you.
- Character is the capability to do what is right, even when it benefits someone whom you are not fond of, or who is competing with you for rank or prestige, or even when doing the right thing does not support your initial plan or belief.
- The way a person carries them and illustrates who they are as a leader. By illustrating in actions the values and traits listed above one can get a glimpse of a leader's character. This is of utmost importance in leadership and building a healthy organization.
- Knows what they stand for and others know that and able to depend on them for that.

- Character is the bases as a leadership trait that puts credibility in the person and the position
- Character to me means doing the right thing every time,
- You cannot lead if nobody will follow. Character is one of the most important parts of the total package. It is the foundation that everything else is built on.
- Character is that inner quality that comes through consistently and is extremely important in a BC.
- Character is the sum total of what makes a person who they are.
- Character is the shell that stores the core values.
- Character is defined as traits that you possess from your personal beliefs and values that you as a person believe in.
- Character defines who a person is and what they stand for. A BC needs to have a well defined character to lead in a dynamic organization
- A supervisor can affect their subordinates and has an opportunity to help them reach their and our full potential
- Be consistent in all actions... train, support, tutor, and take responsibility for the actions of those you supervise... if it needs to be fixed... fix it
- Honesty, integrity, accountability is the triangle of successful leadership
- All the above and more
- Character is a trait that hopefully we work to improve over our work and private lives. It is the quality of a person-defined in the moral and/or personal dynamic/aspect (trustworthy, positive, hardworking, etc.). Yes, without good "character" a leader will have no buy-in from his subordinates-most people will not have faith or confidence in a leader with low morals or weak personal traits (i.e. character).
- Character defines the how of a person. Good character is required for any positive leader.
- I'm a stronger believer that a good leader needs to lead by example and always take care of the personnel that he/she is leading or supervising.
- Doing the right thing when no one is looking. Critical
- Your character is who you are. It defines how you work and live and is at the core of your values.
- Character is the ability to look at the big picture and provide solutions or options to a problem.
- I believe that character is made up of many things, most of which are listed in question # 7. Put all of these traits together and that defines the character of the person. It is very important for the Battalion Chief to lead effectively. We see each crew take on the personality of the Battalion Chief. If the BC is negative, it affects the crew. If the BC is disorganized, it affects the crew. If the BC is positive, it affects the crew. Character goes a long way in this position.
- It is very important and defines an individual's morals and ethics.
- Fair and consistent
- It is extremely important
- I like to use the same core values as shared by all US Naval personnel: Honor - Courage – Commitment

- It is important to recognize what character is not, which is relative. The importance of character is how it interposes with the cumulative package that makes a leader. In order for a BC to lead he/she needs character that is tangible and specific in order to enable followers to predict with confidence a path and direction. Character that is two dimensional will not instill confidence. The character of a BC needs to be rounded and dimensional including acknowledgement of fallacies as well as 'forte'. Character is the internal template of a person that can be read by follower through physical actions.
- Character traits are key to leadership. Without the basic positive traits, leading productivity will have limited success.
- Character is comprised of a great attitude that supports self-control, alertness, initiative, and intentness.
- Character is used to describe a person's attitude, personality, or reputation. A good character recognition is an important trait for a Battalion Chief because of his leadership position with his personnel. At this level in the Fire Service you want someone who others point to as the example to follow for success.
- Character speaks to the core values that frame who a person is and how they live their lives/carry out their daily responsibilities. Character is often (but not always) demonstrated in external behaviors that demonstrate the core values.
- Character is a combination of all traits that make up a person. It is imperative that our employees and especially leaders show good character.
- Character is doing the right thing when no one is watching.
- When I think about Character, I always refer to the Six Pillars of Character: Trustworthiness. Respect. Responsibility. Fairness. Caring. Citizenship. The standards of conduct that arise out of these values constitute the ground rules of ethics, and therefore of ethical decision-making.
- The ability to do the right thing when no one is around, when it's late, when you are tired, etc.
- Character defines the person. It is a snap-shot of who they are their persona.
- Listening skills...In order to have your finger on the pulse of the shift it is critical to understand and listen. By listening it makes those feel heard and more empowered. It does not mean that you will do what they ask but it is important to let them be heard.
- A B/C needs to understand their position between upper management and line personnel, and they are the caretakers of the organization. B/C's have a responsibility to ensure the organization maintains its integrity and ensure that the values of the organization do not erode through lack of enforcement within the ranks, or on the opposite spectrum, not effectively encourage and support their subordinates.
- The career or body of work leads to ones character and how others view them as a leader. This is important to realize for those wishing to advance and to lead effectively.
- Character is the essence of how an individual reacts to and deals with situations that they encounter. Someone with strong character is not easily shaken, and puts the greater good of others before that of their personal desires.
- The person's core and values

- To lead with honesty and integrity always placing the needs of others above your own. Extremely important.
- Character is what defines the person. It is what a person falls back to when pressed to make difficult decisions. It defines how you relate to others. People choose to follow others that have a character that aligns with what they value and believe.
- Just as the fire chief is the face of the agency which the community sees, the battalion chief is the face of the agency which the personnel see. Effective leadership at the BC level is paramount to effective functioning of the agency - much the same as the sergeant is the backbone of the military.
- My definition of character is what the core of the person is. Do I see them as genuine, trustworthy and do they command respect for what they stand for.
- Character is how you act when no one is watching and is very important in a BC.
- Character is the fabric of the person that comes out in positive or negative traits.
- The ability to trust his/her captains and leave them alone to do their job. Do not Micro Manage or be a Captailion Chief. (Captain/ Battalion Chief)
- Character is all that you have and can control. Show others what they should be.
- It will likely determine the degree of success experienced through our company officers and this wholly impacts the overall success of our organization.
- Character is doing the right thing even when no one is looking. Character is up there with trust and integrity
- Your core values. What makes you who you are? Character is very important as a BC. Integrity, honesty, and trustworthiness are critical.
- Character is the person that you see in the mirror each day. You come into the fire service with only two things....Character and your word...they are yours to lose during your career.
- Character is one of the most important traits for anyone to lead effectively. Leaders can only lead when someone is following. All followers want to know that the person leading them will not lead them into danger.
- Character is the core essence of a person. Character defines a person, who they are and their core values. A battalion chief must have a set of core values that they rely on and on which they base their decisions and life directions on.
- Character is essential in establishing the trust necessary for influence and lead others.
- Character is who you are. Do the men believe in you and your ability?
- Character is the definition of what a person truly is and what they stand for whether anyone is watching or not.
- Character is the ability to be known as someone who does the right thing even when nobody is looking. It is a very important trait for a BC. A BC without good character and integrity will not be trusted and therefore will not be an effective leader
- Character is who you are as a person. It defines you based on your actions over your words
- Character speaks to an individual's qualities of honesty, courage, and integrity. It is those personal attributes that make us who we are. That being said a lead must display those character traits that would inspire others to follow.

- Character to me is being your own person; now good character is being supportive, listening and leading others. Mentoring and coaching others while providing opportunities for professional development of your officers.
- Battalion Chiefs have daily responsibility to lead their people. Understanding that the battalion chief will hold them accountable for their actions while advocating for his people is critical. Knowing that their BC will stand up for them, when appropriate, is important.
- Character is the core of the individual; it dictates how he/she will react under duress. A person with good character will respond under stress as they would without stress. The old adage, what you see is what you get.
- Your character is what you fall back on when all else is failing. It defines a person and how they will act and react to different and often difficult situations. As a Battalion Chief in order to be an effective leader, you must have a strong character to act as a corner stone to be built upon. The people who work for you will forgive or understand most things, but not lack of Character,
- Integrity or Honesty.
- No thanks
- The qualities one possesses that makes them the person they are. They can be positive or negative and it is extremely important for Battalion Chiefs and effective leaders to have outstanding character.
- Someone who not only has the 10 elements in Q 7, but lives by them daily.
- Character is not only what you do in front of people but also what you do when there are no people around. If you do things when nobody is around that are of bad character then you do not have good character. It is a very important trait to have in leadership positions as it will set the tone for all the employees of how the organization should be run.
- Character is a revelation of personality. The character of the BC is what the troops see and thus it is essential that the BC display a positive, engaged character as a motivator for his/her personnel
- The traits above are interrelated and each are essential and help define character.
- Character is a culmination of the 10 items listed above. It defines what makes up the person.
- It is how the person acts when nothing is at stake and nobody is watching. It is very important
- Character is critical for any leader; defined as doing what is right (for the right reason) even if it is not in the individual's best interest. Focus on the good of others rather than what is best for himself.
- Character describes what you as an individual are about - motivations, principles and integrity and work ethic. This is the foundation of being a BC
- Character defines a person. Its his honesty, integrity and consistency to always do the right thing, treat everyone with respect and dignity. A Battalion Chief should exhibit what's best in our profession.
- He or she needs to be consistent and trustworthy in action and speech. It is important to set the example and stick to it. Personnel will look up to that individual and respect. This does not happen simply by putting another bugle on ones collar.
- Character is a person's true inner self, defined by their core beliefs. It is an extremely important trait for a battalion chief to possess in order to effectively lead.

- Character is who we are and what we do when no one is looking. This is important because someone is always looking to the BC or if not, the word gets around somehow.
- Character is when someone does the right thing, even though no one is looking. It is important for personnel to believe that the B/C will always do the right thing and this in turn inspires them to always do the right thing.
- They have to be able to be trusted and respected by the ones they supervise. They have to be able to lead, but to do that they have to be able to plan ahead and be organized. Set a standard for the personnel. They must be honest and fair with the subordinates.
- Character is a trait that is more often than not inherent in an individual; it is difficult to teach.
- Character motivates a person to do the right thing when no one will know. I would rather promote a person with lesser knowledge and better character every time.
- Ability to relate and positively interact with the varying personality traits of theirs.
- The ability to park the adverse ego and focus on the tasks assigned, Own your decisions, be accountable, honor critical thought as a right of passage, and support your decisions albeit popular or not.
- Character is the foundation that defines a person, who he/she is and who he/she may become. Without character, a Battalion Chief will struggle to effectively lead others regardless of the training received.
- Doing the right thing when no one is looking
- Character is the basis for positive leadership. Character drive respect, inspiration, trust, etc...
- Varies with each individual. They need to be given the ability to lead without restrictions. The individual needs to have loyalty, integrity, and always be fair.
- Character is the quality of a person that lends to a predictability and reliability of that person. Inspire of their weaknesses character allows you to know that the person is trustworthy and reliable.
- Not my words but I reflect on them often. "When a man assumes a public trust, he must consider himself as public property" Thomas Jefferson
- What someone stands for
- Character is something that is developed over time and something that a BC should bring to the table. The willingness to stand up for what is right despite the consequences is very important. A leader must be able to lead in good times and bad.
- Some one who commands earns and shows respect. Remembers where he/she came from. Inspires others to follow and leads by example.
- Doing the right thing no matter how wrong it may seem!
- It is an internal set of values that always push you to do the right thing (ethical, moral, etc.) every time no matter whether it is the popular thing to do or not. No fence riding because the "troops" might not "like" you after the issue is delivered.
- I believe character is situational in this position. At times, the Chief needs to assert themselves and other times needs to lead by example or show compassion.
- Character is very important because it allows your subordinates to see that you are committed to them as a supervisor. If you are perceived to have less character then your commitment comes into question

- Character is a quality exhibited by those who are responsible for others. Character is a necessity to lead individuals into harms way. Those with character take responsibility for their actions and their peoples action good or bad; the can be counted on for direction in good and bad times; they understand and empathize with their people, but get tasks accomplished through their people. most of all those with character can be relied on in any situation.
- Doing the right thing when no one is watching or when it is unpopular.
- It is critical for any FD.
- A person's disposition made up of individual traits. A person may have poor character because they are dishonest, inconsistent, or lazy.
- Character is the sum of ones values and traits that you listed in this survey along with compassion. In order for a BC to lead effectively it is essential that they have impeccable character. One with impeccable character must have integrity, the trust of their subordinates, and put others before themselves.
- Consistently making decisions based on what's right for the organization. This is very important
- The quality of the person not the skill set. A battalion Chief does not have to be the best firefighter or driver. His/her quality of character can produce the best out of the members they supervise. The goal should be to lead others to success. We succeed when others around us succeed.
- High moral and ethical standards that can be exhibited to others and used to lead others
- Very important
- I will paraphrase something I have heard before. Character involves how you act when you are the only one that knows how you are acting.
- Doing what is right, for the right reasons, at the right time when no one else will know the difference.
- Someone who knows the job and can get the best out of his subordinates.
- Character is what you do when no one else is looking. The BC has to set the standard for those he leads.
- Doing the right thing not the easy thing
- The definition of character are the moral and ethical qualities that define an individual. Question 7 lists some of these important traits and values. Every chief officer is evaluated by his personnel based on this list and more. To be an effective leader you must develop these traits and values and use them appropriately. Depending on the situation each of the values and traits in question 7 may be more important than the other.
- Character is the combination of traits that form the impression that an individual leaves upon others. The leadership traits that are included in one's character are extremely important relative to their effectiveness.
- What makes a person who and what they are, it is what makes people look to other people for leadership and guidance extremely important without certain traits all of the knowledge in the
- Who the person is and what they stand for.

- Respect if you don't have this no matter how good a leader you are you will not have any followers
- A BC should strive to improve the Department through his people and his own personal development. His subordinates must know that he will be fair and consistent while supporting his people and their decisions.
- Absolutely essential.
- Those you supervise and those you work for must have trust in you. Trust to make correct decisions (including incident, day-to-day, and personnel), trust in that you will maintain confidences, trust that you will complete assigned tasks, trust that you will not play politics, and trust that you will place organizational needs ahead of your own. This trust is developed through a combination of Integrity, Courage (in particular intellectual courage), positive attitude, being consistent in how you apply and enforce rules, and being viewed as a go-to person.
- Character sets the tone for the whole shift. How you act on and off duty.
- Character is what you do when no one is around to witness. The firefighters must have a role model of character to emulate.
- Character is how you show up to work everyday and do your job whether someone is watching or not.
- Character is the all encompassing term used to define all attributes needed to lead effectively.
- Character is what the subordinate sees all the time in how the uphold there own principles and it is highly important
- Character involves the core of what makes a person an individual. Good character (as observed by others) will speak volumes on the relationship that must exist.
- Character is how the person carries themselves & treats others. Probably most important is how others perceive the individual based on their understanding of the person's values, past behaviors and respect earned. The importance of one's character is key in the attitude, work quality and moral. For example, a "good old boy" Chief creates a potential for division among the troops. It involves a mistrust and fear. This leads to a decrease of moral and motivation.
- Character is showing at all times that you are a person of integrity. That you consistently make decisions based on doing what is right, which is most often not the easy decision but the correct one. This is extremely important for the Battalion Chief level position because in our department policy is implemented and enforced at this level.
- Character means doing what you say and saying what you do!
- Character is showing that the chief has a focus on a mission and will follow it though, keeping the purpose of the mission in mind. A BC cannot lead without vision.
- Character is the defining characteristics that define the make-up of a person.
- Character is very important as the BC is a face of the department
- Character is the foundation of who you are and your beliefs. A leader draws his/her leadership from their character.

- Character establishes who the Battalion Chief is as a person, and ultimately who they are as a leader. Good moral character is the basis for the person, but also for the position they assume as a leader. Thus setting the example for others to follow.
- To me character is a collection of traits that make a person who he or she is. I think a Battalion Chief must be a person of good character with high morale values to lead effectively.
- BC must express a quality of trust, integrity and leadership. Those traits will impact the daily values of personnel who serve under their command. The values of a BC will not only result in positive, controlled emergency scenes, but will provide a workplace attitude of honest and committed personnel to carry assignments throughout young FF careers.
- Very important, this position is a key role in the organization
- Having character allows a person to be a consistent performer.
- Character is made up of many different elements, values or traits that form the person. These are formed around a strong bases of ethics and morals. Without these they will not be trusted or respected.
- Principle! Above, on question 7, I was unable to rank any above another. All of these traits are essential as core values of an effective leader. Any one of these build on the others and all of them are the CHARACTER of the individual. This is the key to being successful!
- Character is doing what is right, not what the assistant, deputy, and fire chief tell you must be done. This is very important. A true leader will provide a template for all firefighters and officers to develop into leaders themselves. The position provides the opportunity to shape the future of the Fire Department
- Character is very important. Those you lead use your actions as their guide. This applies at home also.
- See Michael Josephson's 6 pillars of character- trustworthiness: respect; responsibility; fairness; caring; citizenship---Abe Lincoln said; "Nearly all men can stand adversity, but if you want to test a mans character, give him power." Character to me is doing the right thing all the time, even when no one is watching.---BC's with character gain respect through daily application of the 6 pillars. Consistent behavior demonstrating the 6 pillars, models and inspires others to Do the same and makes a daily difference in the lives of others; their humility helps other to shine and flourish in the greater good for the community they serve and their organization.
- Is a display of a persons beliefs.. very important....followers can see fakes
- Character is one's moral traits. This is a very important part of being a Battalion Chief. One's character will define who they are as a person therefore building respect and trust in the Battalion Chief's position.
- Character is an extremely important trait for a BC, and can be defined as a person who exhibits integrity and trust, and will do the right thing even when no one is looking.
- Does the "right" thing, even when no one is looking.
- Character is how a person behaves when they think no one is looking. It is extremely important.

9. Does your department have any kind of leadership training or education program in place to develop leadership values and traits for Battalion Chiefs? If yes, please elaborate.

- We encourage NFA attendance and require an Associates Degree but neither of these ensure leadership training.
- N/A
- Newly promoted personnel must successfully complete a 2-week academy at every rank level. This helps to develop leadership skills and to enhance existing skills and knowledge.
- We use the NFA Leadership curriculum along with the NC Fire Officer II programs.
- NO
- Yes. We do internal leadership training based upon the Center for Public Safety Excellence (CPSE) Complete (spelled this way) Fire Officer training. Formal leadership training is also supported with external training opportunities at the NFA, conferences and community leadership programs.
- Our Town has developed a multi-year, multi-class program called LEAD (Leadership Enhancement and Development) program. The program was originally planned to help develop "rising stars" within the organization. LEAD Goals/Objectives include: There are many components of this training program. These include: Completing "The Leadership Challenge" -- A leadership assessment conducted with your managers, supervisor, coworkers and direct reports giving a true 360 degree view of your current leadership abilities. An in-depth study of the Five Exemplary Practices of Leadership that encompasses the practices of 1) Model the Way; 2) Inspire a Shared Vision; 3) Challenge the Process; 4) Enable Others to Act; and 5) Encourage the Heart. Utilizing these skills in your workplace as we progress through the program. Completing "Project Management" and a department-level project. Gaining insight from guest presenters from within and outside the organization. Developing communication skills (public speaking and making presentations.) Participating in department tours to learn about the Town's diverse operations. Completing 30 hours of additional, elective classes (some classes already attended through the Town's training programs may apply.) The application procedure for this program is voluntary. You may apply on your own, or you may be encouraged to apply by your supervisor or manager. Point of Contact is: Russ Hughes (919) 462-3856
- Yes, Wide range of all of them listed on question #7. EFO, Internal City classes on Leadership, and development classes in leadership from the time they are hired.
- We utilize and encourage our personnel, including Battalion Chiefs to attend numerous conferences, workshops, leadership training sessions around the country each and every year, like the FRI, FDIC and others.
- Not much
- None
- No
- No, but it is needed
- We have an officer development program that one must complete before they can become an officer. We are currently working to develop a higher level program for BC and up.
- Some training is done on an ongoing basis with quarterly meetings of chief officers.

- No
- No
- No
- All officers must attend 1 6-week officer's academy. with successful completion of Fire Officer 2
- No specific program but a combination of opportunities to develop and demonstrate values and traits.
- We had been using a professional consultant to assist with higher level administrative training. With tough budgetary restraints we had to discontinue the work.
- We have department training, the local Technical College, State Fire Academy, and the National Fire Academy.
- I'm currently redesigning our Battalion Chief and future Battalion Chief Training program. Leadership training will be a key part to the new program
- Nothing outside of trying to conduct overall Officer Training at some level.
- No.
- Yes, we regularly schedule training segments in 8 hour increments with instructors both internal and from external. The external instructors are a combination of fire service and private business leaders. The training is attempted to take place quarterly.
- Yes. State Fire Officer courses.
- There are several training opportunities available. 1. MS Certified Public Managers curriculum (only 1 of 3 is currently a CPM) 2. NFA training (interpersonal dynamics, executive leadership, etc.) (only 1 has attended) 3. The department has initiated a leadership program through a private consultant. (The effectiveness of this training is still being evaluated).
- No
- No
- We have Battalion Chief training, but it only scratches the surface as far as leadership development training goes.
- No
- No
- We are just in the process of implementing a officer development program for all officers including BC's
- Yes. We have an Officers candidate school for both the company officer level as well as the Battalion level.
- No formal program
- No
- No- we do not have a BC
- No. And currently we are without an operations chief, they have no one to look to for advice or guidance/mentor.
- No
- Yes. a Six week Chief's Command Course.
- None...

- Not really it's just we just encourage mentorship from senior leadership, it works for us.
- No. Lots for captains and lieutenants but none for BC or asst chiefs and that should have and still needs to be done.
- No
- No
- No
- Yes, formal leadership classes, leadership coach is assigned to each person, mentoring by supervisor
- We send our Chiefs to training at Wichita State in their Center for Management Development and other associated classes, also NFA
- No
- We do not currently, but we are developing programs yearly. It has taken us a long time to get to where we are in our training program. It will take even longer to get where we need to be. We offered a leadership course last year through our state firefighter training system and two of the three Battalion Chiefs at the time, and one future BC, took the class. The one that didn't...well that goes back to that integrity, honesty, positive attitude, trust, initiative, respect, etc. That was really the first time that leadership training has been offered to our personnel.
- No.
- IFSTA Fire Officer courses
- Not really
- Have had several leadership improvement classes; civil treatment by supervisors; etc.
- Our department has a "leadership journey" program that is based on the band of brother's book and TV series. The once a week (12) course is supplemented with lecture and book review and culminates with a visit from WWII veterans. Issues such as the paradox of leadership
- No, but we need one. Shouldn't wait until the BC level, this should start incrementally at lower levels.
- Officer development academy for company officers. Occasional in-service leadership training. (I developed and teach a program called The Essentials of Fire Station Leadership.)
- Not really.
- Yes and no. We have an informal 'leadership development' group that meets regularly to discuss leadership development and issues. Participation is voluntary. In addition we actively encourage aspiring leaders to participate in external leadership development opportunities such as the Company Officer Leadership Symposium and Battalion Chief Leadership Program at the IAFC's Fire Rescue International.
- Yes. They attend a city leadership course that is 6 months. They also complete the Battalion Chief Leadership series from the IAFC at FRI.
- No
- We have a Career Development program, which includes various leadership courses to assist officers in learning leadership values and traits.
- None yet.
- Unfortunately, No.

- No. The only training is firefighter training. Training does not exist within the department for officer development or executive officer development.
- No
- We encourage members to attend NFA courses, otherwise no.
- No.
- No
- No
- No
- Nothing set in stone as of this writing; however, we are beginning to hold in-service leadership training every other month, as well as a reading program for command staff (BC's, Assistant Chief, and Chief) to include selected works for further development.
- Not a formal program other than requiring Battalion Chiefs to have a Bachelors Degree. Additionally as an Administration we conduct regular meetings with feedback, not only from a staff perspective, but interactions/feedback from line personnel.
- No
- Not at this time
- No, Read my last EFO paper. Leadership is a trait the department has little belief in,
- Not really, but there are some informal classes that we encourage.
- Yes, the is City-sponsored leadership training, we support EFOP, we require a BA/BS for all B/C's, and we are engaged with a leadership coach for all Officers.
- We have a 40 hour training class for future district chiefs and support all to the NFA.
- Just what I provide to the shift. Nothing formal through our department training.
- No.
- No
- Not at this time, but we just changed from an "old school" chief to a much more progressive chief that is bring these values to the department.
- No
- No
- Sporadic depending on funding.
- We send our officers to leadership classes put on by our Corporation Council and those that come from the NFA
- Yes, Leadership I, II, III Bat Chief Cert and CE
- Not at this time. However, Officer Development is a part of my three year strategic plan for my organization.
- NO- many of the BC's were chosen for their yes man status. Based primarily on who you know, who you golfed with and what parties you attend(ed). not on what you know or how you can complete your job. Sorry but this is true.
- We have prerequisite training before people can take the Lieutenant and Captains promotional exams. This training includes some leadership training. In addition, we have held a "Chief Officer Development Program" for our captains who were interested in testing to the rank of BC. We have only done this once, but it was well-received.
- No

- Yes, we currently have set in place a program to teach and develop Leadership to all of our Company Officers. This is being accomplished by bring in an outside agency to conduct a 4 days course for 20 Officers at a time. Above and beyond that the Calgary Fire Department fully supports and provides funding for their District chiefs and above to enroll in Leadership related courses through the local Universities.
- Very little.
- Mentoring upcoming chief officers (those on promotion lists) and tasking them with administrative responsibilities and projects.
- We do not have a set curriculum that contains leadership values but are in the process of development.
- No
- We rely on existing Leadership training programs and supplement this training on various topics.
- EFO... State Fire Officer Certificate requirement.
- Various leadership and training conferences
- The AC is just starting a mentorship program with our Bus and Lets (not all are involved). If you want more information you can contact AC Scott Stanton at sstanton@hermiston.or.us.
- Not yet, as a fledgling department regionalized from tow municipal dept's with past leadership issues we are developing our personnel through various programs from outside sources but have not yet instituted any formal promotional program
- We are in the middle of implementing our first mentorship program for all personnel. Other than that not at this time.
- No
- No
- Yes. We send all BCs and prospective BCs through the Peoria (AZ) Battalion Chief Academy and encourage the NFA EFA process.
- No
- We have training for all staff members, but not a significant amount for the new B/C as they are promoted.
- No. Due to our small size, we have identified as one of our core values, "Mentoring personal at all levels of the Department". Mentoring is everyone's role in the Colton Fire Department.
- Incorporated into our OSFM Fire Officer certification program, and in our on-going officer training program.
- We have a countywide officer training program as part of the fire chief association agreement. Most of our chief officers attend the Florida Fire Chiefs Executive Leadership training which is likened to EFOP. We strongly encourage and support attendance for EFOP and all NFA executive leadership development courses.
- Yes, Our Department has a series of "Supervision" courses, of which, the last two in the series focus on leadership. In addition, the Department has a Chief Officer Academy certification that employees enroll into after the final supervision course that requires the employee to attend NFA and other courses to become a graduate.
- Not at this time

- Yes. Leadership Excellence Challenge Program Encourage EFO participation, HR related trainings.
- No
- No
- No
- Yes we have just initiated a leadership program for our District Chief Officers. (Shaping the Future of Largo Fire Rescue) I have followed the structure of the IAFC officer development handbook and other leadership resources. I recommend a book Primal Leadership by Daniel Goleman
- No
- No
- We have an extensive officer development program using classes taught in house, mentoring, and various classes at the National fire academy.
- Very Little!
- We are working to develop an Officer Development Program. Due to rapid growth, many of our command officers are quite young.
- No, send to NFA
- No
- No.
- No. We have always been sorely lacking in officer development.
- Our BCs are required to complete the Executive Fire Officer program at NFA. It's nearly impossible to develop a sheep into a goat - they must possess at least a certain degree of the Department's values to be considered for a leadership role
- Yes, we have ongoing officer training and leadership development classes. We try to get all of our officers at least some kind of annual leadership class. We utilize internal and external training sources.
- In general, an officer development program.
- Leadership training is a promotion pre-requisite for Lieutenant.
- take advantage of regional leadership training, utilize the Arizona Fire Chiefs annual conference classes, in-house leadership training
- No
- No
- not really
- We require all of our Fire Officers to complete an OCS (Officer Candidate School) prior to promotion.
- No
- Not at this time....it's a brand new position
- Academic minimum requirements and professional development requirements
- Yes, officer training and Blue Card Training
- There is a required group of six classes that mostly address operational issues that newly
- No

While not formalized yet, the organization conducts officer orientation processes for middle management (Lieutenants & Captains) that emphasizes both leadership and management traits expected of officers. This will soon be rolled out to the entire organization, with the hopes of instilling these values as people move up the chain.

- No formal except state qualification of fire officer 2
- New BC are assigned to either a day position or partnered with a senior BC
- No
- We do a regular supervisor training that is offered to all personnel, we also have a strict and detailed promotional criterion that focuses on leadership development.
- Yes Once a year we have leadership classes.
- Yes. we are just starting a program
- NO
- Our same position is called a captain in lieu of a battalion chief...so we have an acting captain training manual and check off book for a set of skills they have to do within six months of appointment.
- No
- We send them to leadership programs offered at the university and through our insurance provider's leadership academy and offer the EFO program from NFA
- Yes. Professional Development work-group as well as quarter Chief Officers workshops
- Absolutely NOT! Values and Leadership are based on the definition as set by those in power. As the saying goes, "Knowledge is Power," but that knowledge is kept within a tight circle, therefore Power is kept tight.
- All of our officers at this level and a level below have attended leadership training. Officer level training is delivered consistently to our Officers.
- In the process of development.
- No
- Not specifically. We do have monthly officer development training for company officers.
- No
- Yes. We require officer certification and use a variety of leadership training as career development courses
- No
- No
- No.
- Our department has leadership training that starts in the Company Officer Development Program. All Battalion Chiefs and higher are required to seek enrollment into the NFA-EFO program. This program helps develop an individual beyond the skills gained through the Company Officer Development Program.
- In-Company officer training, developing station officers to become future shift leaders.
- Currently, only require NFPA-Pro Board Fire Officer certification. Plans to create officer training program to teach more in-depth leadership skills.
- We are in the process of developing a Fire Officer One program.

- Yes, we send our BC's to many leadership classes and program. There is a set of standard ones we use but we are always looking for the next and latest program to help develop good leadership skills.
- No, self guided and promoted based on past experience and training.
- There is a two-week class for newly promoted company commanders but there is nothing in place right now for chief officers. Battalion chiefs are subjected to a written test and an assessment but the most recent assessment was put together by our four Assistant chiefs and it was a shabby situation that will be graded by those chief officers so only time will tell as to the final grading they will leave as their mark on this portion of the BC promotional process for the HFD
- None
- None
- Not yet
- No
- NO
- No
- We have a program called On the Court that our Chief presents to all personnel. We also strongly encourage additional training and education such as EFO, advanced degrees, etc.
- We had a very specific leadership development program provided by an outside consultant. The training was followed up annual with a leadership survey.
- No

10. Do you believe leadership values and traits can be taught? If yes, please explain why?

- Very few. By the time you are promoted into a BC level position your values are pretty much set.
- Must be taught by someone who serves as a role model to others.
- The human mind is capable of learning a vast array of new techniques, concepts, procedures, and skills therefore, learning leadership values and traits should be no exception.
- Sure, but only if the individual is willing to listen to the values and traits in order to change accordingly. If they just hear it but do not change what they are doing, it falls on deaf ears.
- Traits yes, values are from within.
- Yes. They can be taught, but will they be learned and put into practice? Consistent follow up is necessary for ongoing learning support.
- I believe values are instilled and reinforced by respected modeling, particularly at a young age. I also believe leadership skills can be taught, practiced and developed by someone with a personal desire to do so. Great topic. Good luck with your ARP. Allan
- Yes, can be taught but it comes down to the fact the individual must believe in them as in individual before they will become second nature to them.
- Yes I do. A lot of it has to do with the type of attitude the individual exhibits in the first place and some of those positive values may indeed be helped along the way by how the individual was raised. People can be taught to be better leaders with the proper coaching and a productive environment. Most people like to be around people who are energetic and have

a positive and caring attitude for others. An organization can and should outline what they expect in values and traits from the members of their organizations.

- You can develop the skills but to be effective a person must have the leader within
- Leadership values and traits are acquired through positive and negative experiences; not necessarily taught. Each individual will accept these values and traits on many different levels. Some more effective than others.
- Yes...they begin with an individuals values (learned at an early age) and build off the foundation of the individuals core values
- The values and traits can be taught but that does not always translate into application. To some degree the organizational values must be adhering too (discipline).
- I do. Good leaders (positive examples) can affect people to be good leaders. The reverse is true as well.
- In part they can. You can bring out those values in people who may have them. Instill in them the trust to use them.
- Yes. I first believe that leadership is something that some people have or don't. Those that don't if they want it can be taught through 1. observation of their supervisors and 2. taught through the classroom which is just a fine-tuning of the things they have witnessed. There are those however that will truly never be more than followers and they cannot be taught.
- They can be presented, but will not be learned unless the person truly wants to change.
- Yes
- I believe leadership values and traits can be LEARNED, if the right person is open to the knowledge. Having a candidate successfully learn values based on what they are taught is solely based on the candidates ingrained value system.
- I believe they can be taught, demonstrated and modeled. It is up to the individual, however, to grasp and embrace these values and traits.
- No they can be coached and developed, but most people without constant re-enforcement will revert back to old habits. Good core values are impossible to teach.
- Yes to a degree; however, a person's value system plays the greatest role in leadership that one brings to the organization. I have found what books teach you may not always work in the organization.
- Yes, you need to start training early in a person's career and the department needs to demand leadership values and traits. Once individuals are in a position I believe it's harder for them to develop a leadership role.
- Traits yes, but values very unlikely. Behavior can be modified in the short term, but it takes a great amount of time, effort and resources, including relationship building, to modify one's values and traits. This also depends upon where someone is in their career in relation to age and experience.
- Leadership values and traits can certainly be taught. It's been pretty well established that leaders are made, not born. Learning these values and traits are a function of internalizing them to the point they've become a part of one's character, rather than extrinsic rules of behavior.
- Yes, the values and traits can be discussed and understood. These topics may be defined; even though the definitions are subjective there is usually a consensus on the meanings.

- However, the individual will make his/hers own decision to display these known values. Only their actions will dictate if they are to become an effective leader.
- Yes, to those willing to learn and keep an open mind.
- Yes (but not absolute). Leadership training exposes an individual to the concepts and provides the tools necessary; however, an individual must possess fundamental leadership values and traits for this training to be successful.
- Yes. Some naturally have these traits but those that are lacking or don't have them can learn from those around them or those they have worked for during career-mentors if you will.
- Yes, but they must be taught and supported at the very early stages of a person's career. Once shortcuts are taken and allowed or supported, it is difficult to correct.
- All things are available for learning for those that value their importance. If it is important to the organization, you will stand a better chance of your people embracing it.
- Yes to some extent but I believe they must have some of this already.
- Yes if you have some of the basic leadership qualities it can be taught
- They can be taught to a certain extent, but the best leaders I think have that certain "it" that is hard to define.
- No. Only managerial skills can be taught. I cannot tell you what it is but I can tell you when I see it.
- Yes. A leader has a role in the organization. The role and the importance of the role can be taught. Executing what you have been taught is a whole other matter and may not be teachable.
- No- you can improve on the way you deal with people but leadership is instilled at a very young age. If someone tries to "learn" leadership they actually just copy someone else's character somewhat but are left with huge gaps in performance.
- Values can be taught, traits are developed
- To a degree yes. But if you don't possess even the basic aspects of leadership and management it will be very difficult for you to succeed. I feel that it is easier to teach someone to be a manager than a leader. I have this exact problem with my Bat Chief, he can fumble his way through managing the shift, but he is failing at the leadership aspect of the job. A great deal of leadership in my opinion is instilled in you by your personal values, you either possess them or you don't. You can spend many years and lots of money to try and teach someone how to lead, but at the end all they get out of it is how to be a better manager, not a leader.
- Yes, I believe that leadership values can be instilled in an organization, but being taught is a difficult objective. Most traits are taught when you are an adolescent, not when you are on the job.
- Some can, some can't. Administrative and emergency handling can. But motivation, positive attitude and personality cannot.
- Yes... some can
- Administrative yes, personal values are tough there are so many outside factors that can contribute to someone being who they are or basically the personality is already set
- Some, yes but in general...no. You need balance. A well rounded person who is a strong personality that certainly believes in themselves while at the same time doesn't have to be

the one with all the answers and can laugh at themselves a little bit. We aren't going to get it right all the time but we darn well better try to.

- Yes but there must be buy-in from the learner. A person with weak "character" or character flaws will most likely not have an open mind to new beliefs or teachings.
- Yes..... I believe that all leaders have learned how to lead.
- Yes. I believe that leaders are made not born. All depends on the situation and the environment that a person is rise. During a person life situations happen that made a person to change and grow up. Through out life experience and education a person can become a strong and excellent leader.
- To a degree, yes, but certain basic personality traits must be in place, specifically the first 5 above as well as being able to be a communicator.
- I believe you are born with Leadership traits, but values and techniques can be taught and honed through your career, but only by practicing those traits.
- Yes, through example and showing causal effects of the different types of leadership styles.
- I believe leadership values can be taught, but there must be a willingness on the part of the person to learn. Leadership is a very important topic to me for all the aforementioned reasons. I believe that some leadership values and traits you are born with, but I believe a lot more are instilled in a person with their upbringing and their personal influences. Once a person opens himself or herself to learning the traits of a good leader, he or she can become one his or herself. I have often posed this question to see what answers I receive..."How do you lead someone who does not want to be led?" The overwhelming answer I receive is that you can't. They have to open themselves to be led. That may mean that they finally decide to receive the lessons that are being thrown at them, but they themselves are the only ones who can turn the switch to receive them.
- No.
- Yes, consistency and fairness can be taught.
- Yes
- Many can but most are inherent to the core values of the individual
- Anything can be taught with the right educator that is academics. Whether it is understood, absorbed and applied and is the issue.
- Yes, but the foundation is set by how we were brought up - family, friends, co-workers, etc.
- Yes, absolutely. Leadership is not ethereal magic; leadership is a set of traits and characteristics that can be taught, adopted, and nurtured, and continuously improved with self-awareness and feedback.
- Only to a degree. You can teach what they are, help someone who is searching for improving themselves to a certain degree. But I believe in most instances the learning of leadership values begin earlier in life rather than later, (i.e. taught at home.)
- Yes. We don't come out of the womb as leaders. Instead, the process of leader-building goes on throughout our lives. It is framed during our childhood and college years - by the values instilled by parents and/or leadership opportunities in scholastic sports, for example. It continues through out our adult lives and careers. What cannot be taught is the motivation/desire to be a good leader. But if that motivation/desire is there, you can definitely develop the leader.

- They can be taught but the student has to have an epiphany where they realize their shortcomings and are willing to address them.
- Yes. Anyone can be taught anything. With certain people (given their background, age, experience, etc.) it might take longer.
- Yes, some are natural born leaders. However, most learn those skills over time thru classes and experience.
- Good leadership behaviors can be taught, however, the person has to have a desire to display those behaviors.
- To an extent. I believe that the best leaders are those individuals for whatever reasons were thrust into varying leadership roles during their formative years, whether it was in sports, scouting or similar activities.
- Yes. Leadership emphasizes social skills rather than tactical and firefighting operations in the fire service. Expertise is important but does not guarantee a quality leadership. Emotional intelligence, understanding human behavior and culture could enlighten the leader in addition to the leader learning about their own personality, style and the perception of others. The person must want to learn and emulate leadership values with an open mind. If forced to take a class the point of the leadership lessons will be lost. Only a leader can change themselves. The tools can be provided but whether they choose to use them is their choice. Learning is up to the person.
- Yes. Through effective upper management expectations of chief officers and how their roles affect the personnel.
- Yes, and they are best when passed on from other leaders to those new and developing officers. Skills and values can be taught, its key how they are used after the lessons to see if the person retained or uses that knowledge.
- I believe that leadership values and traits can be taught, but it is up to the individual to decide whether they will learn them. I feel that it is imperative that the desired leadership qualities be presented using examples of good and poor leadership to demonstrate the effects of each on an organization. When people have not had an opportunity to lead before, providing them examples of how others have lead provides the same recognition-primed decision making skills that are used in managing operational incidents.
- Some can be taught
- Yes, to some degree. The values of the organization can be put forth and compliance with those values can be managed. The expectation that the individual will always make decisions at the outset based on these values is never a guarantee.
- Yes, While most qualities are within the individual, training people to recognize them and apply them can bring them out in a person.
- I believe that some are born to be leaders and nothing can stop them from filling those roles; I also believe that some can learn to be good leaders if they choose. With those two comments in mind I also believe that many will never have what it takes to be an effective leader of any organization or purpose. The unfortunate fact is that many organizations suffer from the belief that anyone can be taught leadership.
- To me this process starts long before the person begins their career in the fire service. Throughout the career development process the skills can are honed and can be refined, but integrity and trustworthiness, starts with the family as we are growing up.

- Anything can be taught. What is in question is whether or not an individual will choose to learn.
- They can be learned through direct observation on if you respect the person that you are trying to emulate.
- Yes, History shows that it can. With a quality mentor, education and a drive to do what is best for the organization. But we must develop the right people not the most popular.
- Yes, to a point. Kind of like you can bring a horse to water, but you can't make them drink.
- Absolutely. Few, if any, really positive traits are naturally occurring and sustainable other than charisma, without positive reinforcement through education, training, and self-directed learning.
- Basic values no, you either have them or you don't, you can adopt values of leadership
- I believe leadership can be taught, or developed by an individual. But I don't believe values can be taught. I believe that is how you developed as a person as we grow up.
- No. These are values that a Battalion Chief should already possess by the time they reach this position. These are traits that got them through the ranks to this position.
- Yes, but they must associated with an open and receptive mind. A person has to embrace the need to want to learn these values.
- Leadership values can be honed through education, but I think it is difficult to "teach" someone who does not believe in leadership values, or get them to accept the values in practice.
- Yes. Some people are natural born leaders, but others learn the skill.
- Yes
- Yes leadership values can be taught, traits can be taut and one can develop as a leader however, character cannot be taught.
- Yes. It may take a while to correct long standing behavior but through repetitive training and correction anything can be taught
- Yes, but a natural leader is preferred....providing they are leading the right way
- I think that an individual can be made aware of leadership values. However, it is up the individual to embrace those values and incorporate them into their leadership style.
- Absolutely. All you need is someone to believe in you and to coach and mentor you along the way with no strings attached.
- To some degree. Some areas of leadership are personality based and make the role of leader easier for them. Those that are not as dynamic and maybe don't have that natural "command presence" have to work harder to be a good leader.
- Yes, leadership can be taught, however it cannot be mandated. An individual can have all the book smarts possible, without good character and moral fiber the ability to actually lead may be unsuccessful.
- Yes, very much so. From a very young age we start to learn leadership, which can be as simple as admitting when you have made a mistake. As you move through an origination, your leadership style will change based on rank, situation and the position you hold. How you lead and what style of leadership you choose to utilize can be learned and like anything else the more you practice the better you get.

- Yes - while everyone is born with differing levels of traits that make them more or less effective as leaders, research has identified that there are certain traits common to all good leaders that can be learned and thus improve everyone's ability to lead.
- Yes values and traits can be taught. We have all been taught some values and traits so I know they can be taught. I do think it comes easier for some than others, but for most it takes an effort of some kind to lead others.
- Yes, to some extent. Most of these are behaviors which can be learned (and therefore taught)
- Yes! It is not however a class that can be put on it has to be learned by example
- Yes they can be taught but if they are not engrained in the individual, they will not be believable for the members.
- Yes, they can be taught but are best learned through modeling and through a progression of leadership roles. A self aware person will learn from the experiences they have and become better. Training can supplement this development.
- Yes ... The skills and knowledge can ... But they must have the personal desire and ability as well as the knowledge.
- Leadership - yes to some degree organizational values - yes to some degree personal values - No - that was imprinted long ago and if they don't have good values they will never make it in the fire service
- Yes. Some are born leaders and nothing can stand in their path. Others need to have leadership traits taught and nurtured. Not everyone will rise to the earth-changing leadership status but we all can lead if we are given the tools to do so.
- I believe we can develop what already exists but I believe the actual tendency is innate.
- They can be taught but I also believe some people thrive to always do their best and what's best for our citizens while others are here just to do the job. That has to change from the top with clear expectations and transparency with a vision, mission and consistent core values. If this atmosphere exists then I believe people can be taught good values and become good leaders in healthy organizations.
- Yes and no. No in that most seem to be destined for the role. Yes in that many have the right tools for leadership. They just did not get the right tutelage to hone those skills or help them realize that potential.
- Yes -- I think you operate according to your core beliefs, which are determined at a young age. Values and traits can be shared with people in the hope that they will add them to their leadership toolbox.
- Yes. However, I believe these values are taught early in life and are difficult to change by the time someone enters the fire service.
- Yes. Teaching and challenging an individual to practice good values and good leader traits can help them see their value and instill in them the desire to always live up to those traits. They must be challenged though, as merely reciting these things does nothing to instill these qualities. They should act like mountain climbing guides who believe that no one gets to the top unless we all do.
- I believe they can. They need to be educated on what is expected and held to that standard. They can be coached to understand the value of the leadership traits and the need to incorporate those into the way they manage. The one trouble is when the wrong person was

selected for the position and they have a long history of problems, the history is difficult to correct.

- To a degree. Similar to raising our children, our employees will learn more about values and character by what they see other leaders do, more than what they say. My actions as Fire Chief speak more than my words. If an organization wants to teach values, time will be a necessary component. Real, long-lasting values will be taught over time...they cannot be rushed or implemented in a one time training session.
- Yes, I believe mentors instill these values over one's life as they gain education and experience.
- I would say both. One can teach leadership values; but will the receiver listen and absorb the knowledge? Experiential learning as a company officer with respect to company supervision, ICS implementation, leadership, etc, are measured each shift and evaluated often by battalion chiefs. Thus, the character of a battalion chief candidate predicates their experiential ability to lead as a company officer. In addition riding up as an acting battalion chief too, has its merits as to the performance that individual performs while "in the seat." This is factored in as a final determination for promotion. Values and leadership are learned by experience, confidence, ability to communicate (writing and verbal skills), and by continuous example. There will be bumps and errors and it is measured if the battalion chief can improve and not repeat those errors and if that battalion chief can separate from friends to business in making tough decisions when called to do so. Hence why I believe the leadership value of being an advocate of city and department policy is paramount to the success of the BC when introduced to management.
- Yes, but without character and desire to learn and apply it, then no. If the person has character and the desire they can learn how to become more focused on vision and apply that vision through effective leadership.
- Yes. We need to provide the right information and environment to identify values and traits that we desire to be emulated. We can't have the expectation in a vacuum.
- Values are difficult to teach. A person's values are established at a very young age. Traits can be taught
- To a degree. You can show the individual the values but they have to be willing to accept them and develop their own style using the set values
- Yes these traits and values can be taught. The question really is, "Can you make a person exhibit and practice these traits?" Leadership is a choice every person makes every single day. What choice they make depends on the filters and biases that are a part of their character; that can not be forced. A leopard can not change its spots.
- Traits No, but values yes. Values can change over a life time. With some training leadership values can be taught.
- Yes and no. It begins with that individuals self awareness to assess themselves and begin there own development. There are natural leaders and then there are developed leadership skills.
- Yes...literature supports this
- Yes. Not everyone is a born leader, but those traits necessary to be a good leader can be taught. Values are something people bring to the table. I'm not sure that can be taught, but we certainly try to do that.

- Some traits and value can be taught and some not. I believe true leaders that can inspire other are truly born with those personality traits and characteristics.
- YES! How else will some one learn leadership?
- To an extent, yes, I believe they can be taught. Having a predisposition toward being able to see and do the right things sure help!
- I think the values are in place, they only need to be developed
- Yes. It starts with the individual person. He/she should be committed to making themselves "the best that he/she can become." This is done by education and being mentored by someone that is considered a leader. That can come in many forms, such as someone who is a leader in their organization or outside of the fire service.
- Yes, people are not born with leadership and value traits. The qualities are learned, developed and honed. They are developed by the teaching of those who surround you, who a leader mentors from, but most of all how they are exhibited. No everyone exhibits the qualities or strengths in the same manner, but these qualities must be strong for a leader to succeed.
- Yes and no. No they are not taught. They are inherently a part of the individual, based on upbringing and past experience. I think values can be influenced by exposing individuals to different paradigms they might never have discovered, based on their particular past experiences. So I believe that in that aspect, values can be taught (influenced by education), to some extent.
- Yes.
- Not at this stage of the game. I believe behaviors can be taught but values and traits are in grained early in one's life.
- Yes. One's whole character comes from what God has given them, the sum of their upbringing and experiences, and how they have molded themselves, However, an organization can help mold the character of individuals by providing an organizational culture that places high value on trust and integrity and emphasizes the values of the department. Skills such as decision making, organization, and management (day-to-day or incident) can be taught.
- I think the concepts can be taught, but the application must be developed by the individual
- By all means, the role of a leader in today's world has so many aspects. Too often we think of a leader in the fire service as a great fireground commander. That is only a small part of the role. A leader today needs to be able to understand a diverse workforce (race, gender, religion, etc). The vast majority of time in the fire service is not spent on fire calls. Training has to be provided for the entire department to address all areas of leadership.
- Yes! only a few are "born" leaders and we need to spend time sharing our experiences, providing those new leaders our expectations, and using good examples of leadership to inspire others
- Yes. We are all human and we are all capable of learning new things.
- I do feel leadership can be taught. However, not necessarily in a classroom setting. I feel the way to teach leadership is for an officer to set an example to those under his supervision every day. If I think of the officers in my department that I feel have exceptional leadership skills, I can almost always trace their careers back to them being under the supervision of previous officers known for their leadership qualities.

- They can be explained in a classroom, they can be developed with experience the best is to have a good role model to follow
- For those that are willing to understand the difference between "Leadership" and "Supervision."
- Sorry to say that although research says leadership can be taught, I haven't seen it. It to me appears to be an innate quality that either you're good at or your not.
- Yes, the EFO is a prime example of how to develop the positive traits we all look for in a leader.
- Yes, These values and traits are taught by parents at an early age who teach their values and lead by their example. These values are also learned at church, school, work through the community and friends.
- Yes, but you have to have a desire to develop these traits
- Yes. Leadership values and traits can be taught. This is in the same manner that criminal behavior can be learned. Some people are predisposed to have certain strengths and weaknesses; however, if non-predisposed traits cannot be taught, then we are all limited or predestined based on the genetic code that we inherit.
- Modified and polished but not taught
- Yes, by emphasizing the values and expectations of the organization, over and over, combined with frequent follow-up and coaching. On a side note, it is just as important, if not more so, for Battalion Chiefs to have positive management traits, because with these they will be pushing the expectations of their bosses forward.
- I believe they can be made better by formal education. But some may never reach the level need for this position by education
- Yes, approaches to interactions are taught in our Officer Development class as well as motivation techniques.
- Yes; as evidenced in a variety of successful training programs.
- Yes. although personal integrity, calm and positive attitudes are intrinsic, the skills to appropriately bring those traits forward have to be taught.
- Yes
- yes and no. not all are built to lead
- Yes, but it takes a lot of practice and practical experience to hone those skills for the BC's that do not come by it naturally.
- Through experience and exposure to leadership classes I think it can be taught, but some have it more than others even with all of the education in the world
- Yes, By leading by example, the future leaders will follow the example given to them. We as the leaders must display this character at all times.
- Some can be taught and others are inherent in the personality make up.
- Yes. leadership values and traits can be taught. But more importantly, they can be developed.
- Yes and No: Some folks are natural Leaders, be it negative or positive. The negative leaders are created based on their experience and other, possibly innate, attitudes. There are some folks that do not have leadership qualities and either slip through the cracks as they go up that ladder or are purposely placed in those positions as a conduit of control.

- To Teach Leadership, you need a Leader(s) to be examples and to mentor those who need the assistance. Teaching Leadership requires leaders that are empowered to do so. If not leadership is replaced with management, which is some believe is synonymous, but it is not.
- Yes they can be taught. The prevalent attitude of the Officers of our department was formerly that of dictatorial style leadership and the environment was very retaliatory. I believe this was due to the fact that the upcoming and existing Officers had witnessed this type of behavior their entire career. Since the beginning of my tenure as Chief I have worked to instill a positive culture and participatory style of leadership. Our officers have been taught to make decisions based on the most important person in the Officers life being in that same situation. The entire attitude and culture of our department has changed and for the most part exercised leadership is positive in nature.
- Certain aspects can be taught, but if the person chosen for the position does not have a compatible personality the traits will not develop and the training will not stick.
- Traits yes, values no. Values are one of the individual character traits that develop within a person as the mature and grow.
- Yes, I believe to a degree they can be somewhat like sports. I can teach anyone to play baseball but some will just be better than others naturally
- Yes.
- No
- No
- I believe that leadership values and traits can be taught, but they must be practiced and mentored "into" the individual. In other words, once leadership values and traits are established, say at an organizational level, they must be championed by the Fire Chief, and the practice of these values must be expected as the organizational norm.
- I do believe that leadership values and traits can be taught from a sense of teaching what they are. I also believe a person must choose his or her own path. I believe all have the ability to display and act with great leadership values and traits even though some may not embrace the idea of being a leader. Good luck on you paper Scott. Hope all is well with you and your family. Take Care...Ben Smith
- Partial, delivery of those traits can be taught. It is of my opinion that true leaders are born or by nature carry their selves with values as part of their daily lives.
- Anyone can be a manager, few are true leaders. Leadership can be taught. Management is the machine; leadership is the oil that makes the machine run smoothly.
- I don't believe they can be taught but they can be developed.
- Yes to a point. However if the morals and ethics are not there it is almost impossible, they are the foundation that most people learn as a child that sets their direction in life. If they have those they will know how to treat people fairly and the rest of the stuff can be learned.
- Not taught, but sharpened and refined. You must have the base core values and then experience and education can produce amazing effects or amazing failures. (depends on the experiences and education)
- I believe that over time, most of the values can be taught, but in the end, some of those who are selected to this position will slip through the cracks and will be promoted by our fire chief for reasons other than their display of the values you list in this questionnaire

- Yes, but can they be absorbed? I have taught leadership skills to several individuals who turn and disregard the information and continue to act as a poor leader
- Yes, They can be taught through courses and example.
- They can be taught, any person Can learn, but it is the application that distinguishes servant leaders from ego driven decision making.
- Yes, any thing can be taught to a wiling mind
- I believe that leadership values and traits can be taught to newly promoted officers before they are allowed to perform in the field. This would allow the organization to mold their new company and chief officers into leadership roles based upon core values and leadership traits that are expected to be followed throughout the organization.
- Yes. While some believe leaders are born with it, you can teach values and traits. Some will excel while others may be mediocre, but it requires an entire program and process to accomplish, not just a class.
- Yes. although difficult, specific leadership values can be taught. The key we found is assessment of these values and behaviors after the training. Once a year each member would complete a "leadership" survey on their respective leader. If the leader fell below standard, a leadership development plan was created. In summary, the leader was held accountable for the identified leadership values.
- To some extent, yes

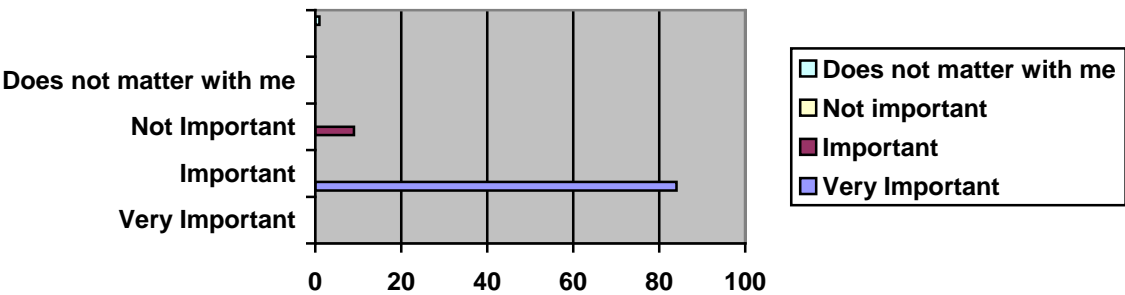
Appendix B

Questionnaire #2 and results for Shreveport Fire Department Operations Division

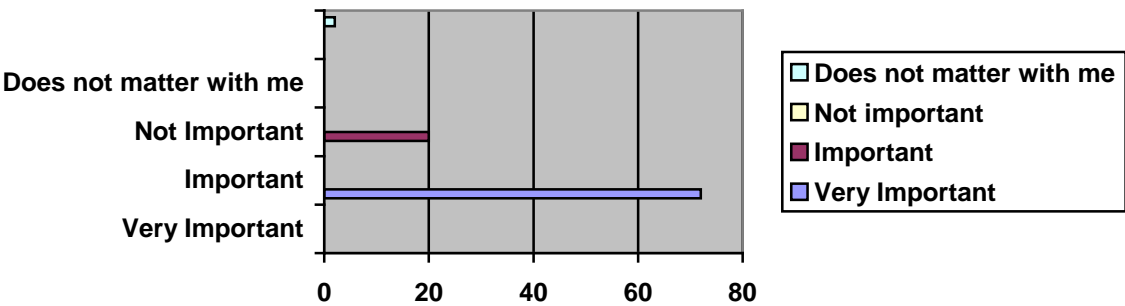
1. If you could only choose one, what would be the one leadership quality or trait that you would desire to see in your Battalion Chief?

Integrity-20	Character
Competence-17	Duty
Trust- 11	Positive Attitude
Confidence-8	Initiative
Respect-7	Credibility
Consistency-6	Courage
Fairness-3	Servant Leader
Lead by example-2	Humility
Inspiring-2	Compassion
Honor-2	Open-mindedness
Commitment-2	Seniority
Visionary	Tact
Responsible	

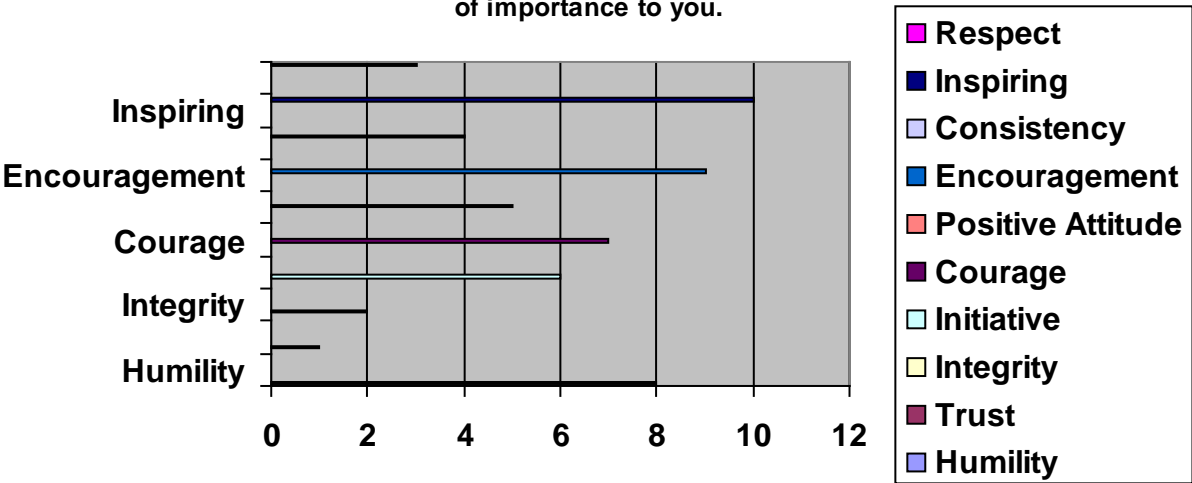
2. How important is it to you that your Battalion Chief displays leadership for those he/she is responsible for leading? (Check One)



3. How important is it to you that your Battalion Chief displays a positive attitude while leading those under his/her command? (Check One)



4. Rate the following 10 leadership values and traits one through ten in order of importance to you.



5. In your own words define character and how important character is for a Battalion Chief to lead effectively?

- Character is those things in a person's life that shape and define a person. They represent that person's strengths and weaknesses, how they interact with others, and how they respond to pressures in everyday life. Character is very important in anyone, not just a Battalion Chief, to lead effectively. If people see that a person has a "strong" character, they are more likely to respect and trust their leadership ability.
- Character is very important. If the Chief does not consistently have good character traits (i.e.: trustworthy), then he/she will not gain respect from subordinates. Character is who you are, it defines you. What kind of person are you, can you be trusted and are you trustworthy and dependable. It is paramount, without trust and reliability and honesty in a chief you have someone with no character.
- One's character is a demonstration of his/her moral and ethical standards. A BC that leads and demonstrates a high level of moral and ethical standards is a true representation of a leader and one that others will look up to and admire/inspire to be like. Respect is freely given to the position, but not always the individual often due to the lack of moral and ethical decisions/demonstrations one displays.
- I believe a Battalion Chief character will decide how he/she will lead. Either it be passive or not.
- Character: one who displays trust and honesty in their life. Showing this towards others and having the respect of his/her peers. It is very important to have someone with strong character leading you on all tasks and assignments. It is a very important to me.
- Character: A person's Nature. Character is very Important. If you are to lead properly, you must be able to have the trust of the people you are tasked to lead. If not, things are bound to fail.
- Character for me is who the person really is deep inside. It is how people overcome or fail at certain tests given in life and how they deal with that success or failure. It is extremely important that a Battalion Chief has character. If it is the right character he will be able to help his subordinates and also listen to the subordinates when they have different ideas without criticism.
- I believe a person's character shows the true ability to lead others effectively.
- The bugles he/she wears demand respect. The character of a chief determines whether or not he/she receives it without the bugles.
- What sets them apart. I think it is important for them to be set apart from others for subordinates to truly respect them. Character is important to show others how to lead. I think this is a very important quality that everyone especially a Chief should display. He should be honest, have good morals and set a good example.
- Character is standing up for your beliefs and values and having integrity. If a District Chief has no Character or integrity he doesn't have my respect or probably many others respect.
- To me it means, how one presents and represents him/her self. It's very important for one to have good character. "Treat others as you would like to be treated"
- A good reputation for getting the job done. Being fair for all employees.
- To be able to look back at their career and not see anything negative, and this is important for a leader to get the respect they need to lead effectively
- It defines how you live

- I feel that it the majority of things should be left in the house captains hands. Bat chiefs are to be involved in day to day operations.
- Character is being able to admit when you are wrong, standing up for the people you lead, and being willing to do the same things you are instructing. Respect is earned, not demanded. With trust comes respect. An effective leader is willing to go to battle with you if they believe you are right and tell you when you are wrong. Respect for the badge and respect for the leader is vastly different. When a subordinate respects the leader, a greater effort and better attitude will be had.
- Character is what others think you are. Qualities displayed in public. Integrity is who you are in private.
- How you carry yourself at all times.
- It is what defines a man or woman. It is being consistent, patience and knowing individual needs.
- A good reputation for getting the job done, effectively and positively, while still being looked up to by their subordinates.
- To me character is how you act when no one is watching. Character is something that you can not demand but you earn. To me you can not be a leader if your character is not good enough to be respected or followed.
- Someone that has the respect, integrity for others and the knowledge and skills to lead others no matter the circumstances.
- Character is the ability to lead by example, have a good attitude, humble and honest.
- This is who you are whether good or bad. I like to know what type of person I am dealing with. I hope it's not a backstabber. It's very important to have a good moral person to lead in a positive way.
- Character (good) is a trait where one knows his strengths/weaknesses/abilities/beliefs and how they affect their organizational position. It leads one to be able to make sound and moral judgments based upon that knowledge. Further, it leads one to be consistent and effective. That knowledge also allows for humble assessment of their own actions as well as others and how to best combine them with their team for effectiveness
- Character to me defines who we are. It establishes a standard for others to follow. Character is vital to the respect, confidence, and moral values which should define who we are.
- I think character encompasses a little of all of the 10 items in question 4. The crew is most likely going to follow the lead of their supervisor as far as attitude and quality of work. If a Battalion Chief has a poor character then the crews under his command will not have a high standard go by.
- It defines the person you really are, your crews need to know that you are proficient in your duties as well as in theirs.
- I define character is how a person presents his or herself, along with qualities that separates them from others. I believe this is very important. Examples include judging the difference between right, wrong, and decisions that will be made that affects those under his or her command.
- Character is the open display of behavior and actions that shows an individual's true nature. Character is the foundation of an individual. It is what the person is made of, their values and morals. It is extremely important for the BC to have a solid character.

- Character is best defined to me as "always doing what is right even when no one is watching." To me personally, it is very important because it is impossible to have the other traits listed above without character.
- I think to have character a Battalion Chief should lead effectively.
- Honest, Fair, Doing the right thing, integrity, respectful, listener-- Character is very important for a Battalion Chief to be effective.
- To me Character is best defined as a man/woman that is honest, treats others with respect, and that is fair to all people. A man that has not forgot where he came from and stands up for those that are weaker or unable to have a voice.
- The ability to lead crews to a standard that makes us want to be lead.... Very important
- Character is the ability to show a strong, positive and respectful attitude.
- Learning to follow as well as lead
- A person's observable behavior is an indication of his/her character rather it be stony or weak. It's important to have strong and good character.
- Very Important
- Character is what a man's word is worth and how others perceive him. A leader has to have this to be effective, without it no one will follow.
- Character is very important in leadership and so are all the thing in the above question integrity and trust are the most important
- An individual who has as many responsibilities as a Battalion Chief does must exhibit several important traits and qualities which when combined, define a persons character. As a Battalion Chief, you literally hold the lives of your subordinates in your hands. That is why I consider the two of the most important factors of leadership as a Battalion Chief to be competence in the position and the trust of your subordinates.
- Character is a person's action when an audience is not present. Character is the only trait a Battalion Chief needs. As a man of character he will have all the above traits already present. Character describes a consistent quality and reputation. Principles that have been established through a lifestyle. I believe a good character is very important in the Battalion Chief's rank to establish the ability to lead with trust, respect and integrity.
- Having strong moral standards, respect for others, good ethical qualities.
- Character is indeed what distinguishes individuals/leaders from one another. The more attributes one has the more character he is able to exhibit. Such as the attributes/traits mentioned in #4.
- All of the traits that make a person who they are
- I would define character as the attributes of a person that are naturally shown when a reward or recognition is not being sought. I think character is very important to every position on this job.
- Character is what your genetic make-up is; it is who you are within- it is very important
- I define character as all the things listed in the above question. If a BC displays most of these characteristics he will become affective leader.
- Character--my definition--one who possesses good quality traits and these traits emanate from this individual. Character in my opinion is of utmost importance for effective leadership. If a person does not exhibit good character, people will be less likely to take them serious.

- Character, in cases all 10 of the other traits in question #4, all of these are a small part of it and without it you have none of it
- Character is that trait that one may or may not possess which governs you to do the fair, honest, ethical and moral action not only towards others but for ones self respect. Character, while all Battalion Chiefs don't have it, it is absolutely imperative, to fulfill all their responsibilities as a leader in the fire service.
- Values that a person lives by and applies to everything he or she is involved with on and off duty. Good values and traits that are practices and applied will lead to effective leadership roles. As with question four in this survey, to me all of those traits are like a spoke in a wheel that should keep on rolling. This will make an effective leader.
- Who a person is and what he stands for when it comes to doing the right thing in an adverse situation.
- The lack of character has shown and will show the inept ability to lead those under your command. Also revealing general incompetence and the possibility of being ineffective.
- In my opinion character is relative. What I define as having character may be different from the next person. I feel that a Battalion Chiefs character, at least in the eyes of his subordinates, has been established well before he becomes a battalion chief. If he/she has been viewed by the vast majority of co-workers as a slacker in their early career, it's going to be hard for them to overcome that as a battalion chief.
- Showing respect to other and their ideas, and without good character how can they expect to be respect and lead from the front.
- The way a person cares themselves
- The way you treat and respect your companies. Positive attitude towards the job along with the trust that you show in your companies. Character is very important. If you don't have company respect you will not be an effective leader.
- Character has a wide range from fun to boring. There are hundreds of different kinds of characters. I think as a leader it helps to have a likeable character that people trust. You can be a good leader and not have a likeable character. I just think that it just makes it easier on the leader and makes it easier for others to like you.
- Character is who you are, the make up of a person. BC needs to have good leadership skills, knowledge, and be encouraging towards all personnel he resides over.
- Character is how a person acts and carries himself eg..great guy...jerk...fine Christian...smart alike. Importance...8/10.
- Character describes a person as a whole. The individual personality, temperament and one's morality is part of a person's character that can have a direct negative or positive influence on his/her subordinates.
- Very important in every aspect
- An individual who has as many responsibilities as a Battalion Chief does must exhibit several important traits and qualities which when combined, define a persons character. As a Battalion Chief, you literally hold the lives of your subordinates in your hands. That is why I consider the two of the most important factors of leadership as a Battalion Chief to be competence in the position and the trust of your subordinates.
- To me, character defines someone's trustworthiness and integrity and how they deal with situations and people.

- A quality or trait that distinguishes a person, be it good or bad. People are raised up differently, and develop different traits and ideologies. We as Chiefs develop different characters through our on the job training and different personalities involved through the course of our tenure on the job. Important
- Someone who earns respect by showing that they are not above doing work themselves. By being respectful to others with a willing to share their knowledge. Understanding you may have to give and expect nothing in return. Character is probably the most important aspect. If you have character, then everything else should fall into place.
- Be respectable and knowledgeable at any scene. I think it is important
- Character is his ability to lead by example and confidence in his knowledge. Being consistent in his treatment of subordinates. Without this he will not have the respect of his men. Without the respect he will not be a very good leader. Has to have character to do job well
- Character is having earned respect from your actions. Having a history of doing things the right way. Those things have now defined who you are and what your character is.

6. In what ways do you suggest SFD could improve or develop leadership values and traits for our Battalion Chiefs?

- To have role models is important. Those people through their actions tend to show others how things should be done. The Department's leadership schools have been important, especially in the area of paperwork (SARs, Sick Leave, Accident Investigations), and should be continued. But it is at the most basic levels, when a young firefighter comes to work, where his leadership qualities will begin to develop and be recognized (hopefully). As far as the Department's role in developing leadership values and traits, I believe the job should try to encourage individuals who are in that position already or that are soon to be promoted to that position to attend the National Fire Academy for more in depth training as a Battalion Chief. If there was a way to approach the NFA to let groups of individuals from our Department to attend (4-5 at a time), I believe it would be a benefit to our Department as well as those individuals. My last thought on the subject, though, is that by the time a person has reached that level of leadership, he most likely has formed his thoughts as to what kind of leader he is going to be, and little the job can do will change that person.
- Get down to basic leadership qualities with them. Teach them how to be consistent with not only discipline, but day to day operations and dealing with their subordinates. People don't like other people to smile in their face, then cut them in the back when they turn the corner. That's basic human relations and sociology. As sad as it seems, I've seen it on SFD more than once. Maybe in addition to a leadership school, a basic sociology or interpersonal dynamics class would help.
- Continue to have leadership classes at the academy before and after some one is promoted, maybe bring in an outside instructor from a university to teach leadership skills. There are many books on leadership skills and ability that could and to me should be recommended reading for all officers. The best in my opinion is John C Maxwell. As for as traits go I believe those are instilled in you from birth, those come from home and the way we are reared, they happen over a lifetime. While in classes teach what trust, integrity, honesty, is and just simply what the right thing to do is.
- I believe a Battalion Chief should either take a manage class or have some college hours

- SFD could re-evaluate their Battalion Chiefs periodically by having each Battalion doing surveys on the Chief and how comfortable they are with his confidence and skills in leading them.
- More Schools
- Just because you've been on a certain amount of years and you pass a civil service test, does not make you a leader. During their time as a Captain riding out of class, that should be the time to evaluate them. Don't just hand out the rank of Chief if they can't do their job.
- It is hard to develop all the leadership values mentioned above with out life experiences. You can try classes and have lectures on what they are supposed to do, but ultimately it comes down to who that person is. If you want good leaders you need to hire the people who will become great leaders through and then train them by having them follow the right people.
- Lead by example
- In order to become certified as a Chief officer you must attend 1 or 2 Leadership classes at the National Fire Academy.
- I feel too many decisions are taken out of the Battalion Chiefs hands. They should have more authority to handle everything that they can within their districts. It creates a more confusing environment within the chain of command.
- Maybe more training
- They should have more emphasis on morals and honesty in there leadership classes. I believe that examples are very important and battalion chiefs are the ones to set an example, but this should also be something that is started from the bottom up and the chiefs should hold all the battalions responsible for this. Have a review board for anyone being promoted past Driver if there isn't one already. Your officers should be your best, brightest, and most experienced, not ones who are just book smart to pass a test or just hung around long enough. Also have a real leadership class on how to effectively supervise people. In the military I had to go through a six week class to learn how to write evaluations, manage, and utilize my subordinates to the best of their abilities as a NCO. I probably have more experience supervising people than some of the officers on the department and that is something that training can help remedy.
- Maybe could have classes or meetings of how important it is to respect one another. In the end we are all "brothers."
- I don't know.
- For the Battalion Chief to PERSONALLY communicate, school, drill and preplan for any incidents that could happen in their area of the city with their Battalion as a group
- Give them the ability to lead without the worries of being micro managed
- Give authority back to the house captains
- Character is learned way before one becomes a battalion chief. When a firefighter is worthless as a hoseman, and as a driver, becomes captain who is then unwilling to do the same things they demand of their subordinates, then becomes a chief, respect is not going to be had. The individual has paved the path they are now on and no amount of classes are going to change that persons 'character' or reputation. If the leader is not trusted, you might as well not have the previous listed characteristics.

- Take biblical principals and apply them. There are qualities that only come from God: Love, Joy, and Peace. Patience. Kindness, Gentleness, Faithfulness, Meekness. and Self-control. None of these are taught, They are given as gifts from God.
- More leadership classes with emphases on interpersonal dynamics and culture diversities.
- Treat them like they have an impact in daily activities, don't be petty and show them you are genuine.
- By having more classes involving ETHICS, and POSITIVE REINFORCEMENT TECHNIQUES rather than NEGATIVE
- We need to have some type of training at the captain's position for the battalion chief position. Just running a fire station is not enough to make real Battalion Chiefs.
- Some values and traits are learned from growing up (be it from parents or teachers), others are picked up on the job from previous leaders they have been associated with. Not all people can be good leaders, some people can never be leaders. I have been through leadership training for engineers at our academy and believe it was a good learning experience. Everyone learns at their own pace and through their own experiences. Of course it is just an opinion on what makes a leader.
- They should know that we are all here to do a job to the best of our ability not tear your men down but build them up. If the moral of your men is good, your output is good. If moral is low output is low. Be careful of your thoughts they become your words. be careful of your words they become your actions. be careful of your actions they become your destiny.
- Make them accountable. Give the Captains the training they need to be good officers & prepare them to make that next step. The main problem is no competition for making the promotion. Just seniority & the civil service test.
- Demonstrative application of leadership principles. This can be applied in more in-depth leadership training through applied courses instead of allowing the position through attrition and time-served seniority.
- Show more initiative and consistency. I believe our Battalion Chiefs think that this position is a relaxed transition from Captain to retirement.
- I think we are already on the way to doing just that. By holding the Battalion Chief responsible for his Captains and the Captains responsible for his crews it is forcing us all to take on more of a leadership role at all levels.
- Maybe the department could have a battalion chief's workshop annually, so that the battalion chiefs can address administration on areas of concern within the operation division and to make sure that every one has the mission and vision statements of the department as their top concerns
- We have strived to develop leadership in those placed in such positions. It is unfortunate that as the saying goes, "you lead a horse to water but cannot make it drink". To have someone enforce these traits and values we must first have the desire to make this happen. Many will go with the flow and ALWAYS say we are in, but if the facts be known, few are really dedicated and devoted to the cause. Holding those in such positions accountable will be the first step. As time moves by, there will be a precedence established and those who follow will grow into an environment that is lead by leaders. Until we truly establish a standard for those at the top and enforce that standard to the utmost value, we cannot expect those below us to follow.
- Continued leadership schools and seminars to promote officer development. Also mentoring from senior officers would be a great strategy.

- Our department needs to start developing leaders on day one of employment and encourage those who seek to further their education and responsibility positively. We as a department chastise those who inspire to excel and reward those who have seniority or a friend in the right place. We focus our attention on being in the top of our basic class and reward for that, but we fail to reward those who were average recruits, but seek a skill set that others don't.
- This goes for all positions of the fire service and all walks of life. Jesus summed it up in one sentence. Do unto others as you would have them do unto you.
- Put more trust in our Battalion chiefs without going behind and checking up on them. If there isn't a negative effect to the citizens or safety problem let the Battalion chief handle his or her battalion.
- To Me Leadership is either something you have or you don't have. The SFD just need to hold all members accountable, and to continue the best training possible with the best equipment possible. An honest day's work for an honest days pay. Positive attitude and lead by example.
- SFD has had leadership classes in the past and have been taught by some very good leaders but I believe that we could do better by encouraging our older Captains and Batt Chiefs to attend leadership schools at the National Fire Academy, maybe have LaTech, LSUS, or other local college to teach some classes but to me more importantly is to bring in some speakers such as Sgt Paul Howe or LTC Dave Grossman.
- Start by looking at the past chiefs that where respected the most
- To let the Battalion Chief's lead their battalions according to the rules and regulations and instill the values and traits in their men and women.
- Many leadership values come from within inside the person not learned.
- To be an effective leader, your followers must have trust in you. In any organization the leader's actions set the pace.
- I am not sure
- As Battalion Chiefs of today we can try and learn more about the young guys on the job so we can use that info to reach them. The more we know about a person the more likely we are to get them to do what we need and to assign them task they can do well. Also as leaders we should be as quick to praise good work as we are to bash bad work.
- By letting them be in charge and not micro managing and not allow those that are not capable of doing the job get certified
- The administration of SFD has high expectations of its Battalion Chiefs to aid in carrying out the mission of SFD. In return, the Battalion Chiefs of SFD should be able to expect the complete support of its administration. In order for this arrangement to be effective, two-way communications with the Fire Chief's office need to be clear, accurate and timely. Delegation without micro-management.
- Start from scratch and teach our future leaders the true values of honesty and integrity. The current leadership system is corrupt, loaded with hypocrisy and integrity is nearly non-existent.
- Leadership should be promoted early on in our careers by our supervisors. The values of a persons life is instilled early in life by the influences and surroundings. My past experiences of supervisors, some good and some not so good, affected my attitude during that time and influenced me personally as the type of supervisor I hope others respect and enjoy to work for.

- Have outside professionals come to teach and lecture.
- Establish a panel or a round table discussion between superiors and subordinates periodically to get input and feedback from the department's members as a whole before implementing substantial rules, regulations, and expectations.
- The only thing that can continue to be improved upon is knowledge. I feel that the values and traits possessed by a person are either their or they are not. You cannot improve someone's level of integrity. That is something that must come from within,
- My answer may not be practical, but then again it's just my opinion. SFD awards its members that wait long enough, to higher positions of authority. No matter where you have worked prior to promotion and the lack of experience you show, you will eventually be promoted. All promotions should be obtained from working knowledge, work experience, competency, personal achievement, and then seniority. Ways to develop strong leadership would be to start leadership classes from the very start of a person's career and use the classes as building blocks to help them develop. Place the weaker leaders around the strong leaders and vice versa. In doing this you have a team that builds leadership together versus putting weak leaders together and expecting them to make command decisions. We live in a culture where the majority do not take responsibility for their actions and do not have the integrity to do what is right most of the time. It would help leadership a lot if the negative on this job was not the only thing being spread. There is need to address the negative, but equally so the positive that takes place. Some people will just never show leadership traits because it's not in their character.
- Leader schools and classes
- Ways I suggest SFD could improve or develop leadership values and traits for our BC are: (1) Education is always important. Allow for more classes in building leadership values and traits. Have more well known leaders in the Fire Service to come give seminars, like Gordon Graham (excellent class on The Art of Smoke Reading). (2) Go back to having first in District drills. It gives the Battalion Chiefs more time with the Captain and crews he is actually making fires with. (3) Battalion Chiefs should come from a pool of BSOs who have had an opportunity actually ride with Battalion Chiefs and learn first hand knowledge.
- That would be a tough one. By the time someone has gotten that far in life they are pretty well set and either they have it or they don't. Not to say that maybe what they do have might can be honed a little bit. Most are going to be at the top of their intellectual scale.
- The BSO program is a start, with it one gets to see the inter working of the leadership and character that it takes to be a good Battalion Chief
- Starting with senior drivers through senior chiefs, mandatory leadership training. National Fire Academy if budget would allow, if not through SFD. Every year Chief Mulford hosts a workshop for Chief officer, from the line on all three shifts. This would allow operations chiefs a chance to air their views with each other for better understanding of where they stand as a leader.
- Evaluate people for possible employment with SFD, to see if some of these traits and values exist before they are hired. This will ensure that our employees have the tools and ability to become a good leader throughout their career.
- Who a person is and what he stands for when it comes to doing the right thing in an adverse situation.
- Maybe SFD should hold all its members to the same standard, and also the rules and regulations should apply to all; Even officers. Leadership values are not something that are

obtained by passing a test or achieving a promotion. Coming from a military background, I've lived and witnessed that the officers that were well respected and achieved the most from their men were the officers that lead by example. Not the old adage "Do as I say, Not as I do"!

- In my opinion, there are born leaders and there are born followers. Developing leadership in the un-willing or in-capable would likely be fruitless, but not impossible. Personally, I think it starts with who's in charge of the developing. If the person teaching a leadership development course on a particular day has never been seen as a "leader", then it's not likely that he/she is going to be taken seriously. It seems like so many times in our training we are given a course to follow and the person delivering the message is about as inspiring elevator music. Perhaps when it comes to inspiration, we should look outside the department. When everyone in the class knows all the "rumor mill gossip" about the instructor, it's hard to get past that stumbling block and take the subject matter seriously.
- Encourage Chiefs to respect their companies and the ideas that they bring to the table. Let their company's complete tasks in the manner they see fit. It may not fit the mold of the chief but as long as all the parameters are met than let them develop their own ways.
- By asking other staff members how that person is around the stations and how they lead there crew from day to day.
- I feel the schools in place are good and effective for the officer level.
- Hire people who have experience. This is a professional job that hires people right off the street. Most jobs hire people that have experience.
- SFD BC need to worry about BC duties, not fire station duties. They are in the position they are, to lead a scene, lead a battalion as a whole, in operations areas. Being a leader, traits you MUST have to me that I see lacking in certain one\ones are being personable. Having respect for people in general, regardless of rank. They need to be inspiring, and be a positive influence of everyone they are in charge of. I see these attributes lacking in way too many "leaders" on SFD. How are men and women supposed to respect or even feel comfortable around people that lack these qualities? It's impossible.
- They need to maintain the chain of command as to not micromanage but enforce action not carried out...I see the BC as Instructing the Captains and holding them accountable not instructing hoseman or drivers. Their character should be one of earned respect by example and a Christian stature with a strong desire for what is best for the job and the public.
- Open communication from Administration to the Battalion Chiefs is vital for developing good leadership strategies, alleviating confusion and resolving distrust issues. Full circle feedback is vital for any organization to develop strong leadership qualities.
- None noted
- The administration of SFD has high expectations of its Battalion Chiefs to aid in carrying out the mission of SFD. In return, the Battalion Chiefs of SFD should be able to expect the complete support of its administration. In order for this arrangement to be effective, two-way communications with the Fire Chief's office need to be clear, accurate and timely. Delegation without micro-management.
- I believe the leadership values begin as firefighters and I believe we need to hire people that truly care about being firefighters and truly take pride in serving others. Good leaders start as good followers in my opinion
- Build trust through mentoring people, all the values in question 4 are values and traits that we strive to attain and use to the best of our abilities. There are so many different leadership

styles, one style can not fit everyone. We should attain our values and traits as we mature in our job. Taking a personal interest in making the SFD better by positive attitude, encouragement, inspiring, and consistency in actions. I personally can make a difference attitude.

- Unfortunately our society does not allow for promotion based off of merit. The department must dictate what is expected of a Battalion Chief and hold them accountable. However, this nurturing should begin early in ones career not when they promote to this level.
- Make all BC go through a course for continuing education
- I don't have any idea. You gain these skills a trait through out your career.
- As captains we should be able to lead our men at the station and on scenes without micro management from above. If we do wrong then tell us. This builds our confidence and leadership ability. We develop good traits as we learn from experience. Our next step up is battalion chief. It is hard to be a good Chief without growing from the ground up as one. 25 yrs of bad example can't be undone just because you get the title.
- By doing a command climate survey. Find out what the men under his command really think and feel about the job he is doing. It will give the command a pulse on whether they feel that the Battalion chief has the 10 qualities to be an effective leader if the men under him respect him and trust his leadership.

Appendix C

Lt. Colonel Mark Allen Interview, April 5, 2012

1. Would you please state your background for the Army National Guard? (Year's service, job function, job title, and responsibilities, etc.)?

I enlisted in the Louisiana Army National Guard on 20 August 1991 as a private. I was enlisted 5 years and promoted to the rank of E5 (Sergeant) before deciding to attend the Officer Candidate School. Upon completion of the officer candidate school I was promoted to 2nd Lieutenant (Platoon Leader) and commanded a platoon of approximately 60 soldiers. I was responsible for the administrative and operational readiness as well as about 15 million dollar inventory of equipment.

After 2 years, I was promoted to 1st Lieutenant and served as the company operations officer/executive officer. The duties were similar to that of a Platoon Leader; however, I was responsible for 6 platoons rather than one.

In 2001, I was promoted to Captain and commanded a company of 317 personnel with a \$53,000,000 equipment cache. Eventually, I deployed with 270 personnel to southwest Asia in support of Operation Iraqi Freedom where we conducted over 200 combat missions.

In 2006, I was promoted to Major and served as the assistant operations officer at the regimental level. We were responsible for the successful operational planning and execution of tasks for 3 battalions,

I was promoted to Lieutenant Colonel in 2011 where I served as the Operations Officer/Executive Officer at the Regimental level and then transferred to work at the state level in the logistics arena.

2. Leadership training in the Army begins at what level and why?

Leadership training in the military literally starts on day 1. An orderly succession of command is essential in any environment because a lack of leadership typically results in chaos. The definition of leadership out of the FM6-22 (paraphrase): The ability to accomplish the mission by providing purpose, direction, and motivation. Without someone being willing or capable to provide that leadership under any condition would be detrimental to mission accomplishment.

3. What leadership values and traits does the Army desire in their officers who would be equivalent to the Battalion Chief rank?

The Army Values desired in every soldier: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal courage. The Acronym for the Army values (LDRSHIP) or leadership.

I believe, with respect to responsibility, financial equivalency, and liability, the grade equivalent of a Fire Department Battalion Chief to the Army Officer System would be a 2nd Lieutenant. A typical 2nd lieutenant would be responsible for the administrative, operational, and

logistical needs of his down trace which would be roughly 40-60 soldiers and an equipment value of approximately \$15-20,000,000 dollars.

4. Please rate the following leadership values and traits from one to ten- humility, trust, integrity, initiative, courage, positive attitude, encouragement, consistency, inspiring, respect.

- 1 Trust
- 2 Integrity
- 3 Consistency
- 4 Initiative
- 5 Courage
- 6 Respect
- 7 Positive Attitude
- 8 Inspiring
- 9 Encouragement
- 10 Humility

All of the values above are very basic yet extremely essential to successful leaders. It is impossible to rate some of them as somewhat important where others might be extremely important. They are all mutually supporting and intertwined. For example, could you really have someone who is trustworthy but inconsistent? Would you follow a leader who is consistent but have a poor attitude? Would that person with a poor attitude be effective at inspiring his/her personnel? With the exception of humility, they would all be rated number 1. I believe humility is an individual trait that comes with growth and experience. As a new 2nd Lieutenant, I routinely found myself opening mouth and inserting foot for acting on partial truths or incomplete facts. Most of them time, I lacked humility because I was routinely defending the decisions I made either up the chain of command or down. Not because the decisions I made were necessarily wrong but because of the delivery of the decisions. As I matured as an officer I learned: (1) There are two sides to every story. (2) Most problems do not require immediate decisions. (3) There are always underlying motives. (4) You can say anything to anybody as long as you are tactful.

5. Are any of the above ten values and traits taught in Army leadership?

Trust, Integrity, Courage, Respect

6. Does the Army have formal leadership training for officers who would be equivalent to the Battalion Chief rank? If so, please identify them.

The Army requires leadership training at all levels. In order to be promoted to Sergeant which is the grade equivalent of a “senior firefighter,” soldiers must go through at least 2 weeks of leadership training.

A second lieutenant goes through a phased process. In order to be promoted from enlisted to officer via OCS the initial leadership training is 3 months. After three months the soldier attends an additional 4-6 months to learn specific tasks in their respective career field but leadership is still a major component in the school and is evaluated throughout.

7. How important is it to you for an Army officer to display a positive attitude and if so, why?

Perception is reality. Someone who displays a poor attitude will at best accomplish the mission while creating an atmosphere of habitual complainers and constant struggle. Eventually, the mission will fail because the atmosphere created by the poor leader will affect everyone!

8. Do you believe leadership values and traits can be taught? If yes, please explain why.

Leadership values are taught every day. Unfortunately, values are not lived every day. The Army has spent an extraordinary amount of money and time to create soldiers who exemplify the Army values. Soldiers are taught from the first day these values and are even required to recite them on command and carry them in their pocket. But it is up to the individual to live these values! After 20 years in the military, I have seen a lot of effective managers. By effective, I mean that they accomplished every mission. Some ruled by an “iron fist,” some through fear, some through manipulation, back door deals, and lying. In my opinion, I believe values can be taught but living the values is another story! I have fallen short too many times in my life to count. Even with training a personal decision is required to live by those values. I wish I could have done better earlier in my career and I can only pray that God gives me the wisdom to carry out value driven leadership for the remainder of my career. Every decision made affects people. It requires a person to empathize with the people being affected but not monitor their decisions based on that alone. If so, the leader would routinely be inconsistent trying to please everyone.

I believe the concepts can be taught to any manager but a leader is one who unconsciously exhibits those values.